

SAFRI Journey to Excellence Program Case Studies and Progress Reports

(Including other papers by SAFRI-sponsored conference participants. Preliminary version—the final version will be available at www.safri.de)



**4th ICEBE AND
1st SAFRI J2EX**
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INTERNATIONAL CONFERENCE ON ENGINEERING & BUSINESS EDUCATION
INTERNATIONAL SAFRI JOURNEY TO EXCELLENCE CONFERENCE

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Speech by Prof. Dr. h.c. Jürgen Schrempp,

Chairman of SAFRI; retired Chairman of the Board of Management and CEO of DaimlerChrysler AG

at the

4th ICEBE and 1st SAFRI J2EX Conference

Cape Town, Tuesday, 22 November 2011

“Ways Forward - a business perspective”

Ladies and Gentlemen,

I am very pleased to be part of this unique event and to share with you towards the end of the conference some of my personal thoughts on the way forward, as seen from a business perspective. I will do so against the background of my role as the Chairman of the Southern Africa Initiative of German Business, SAFRI.

Despite the current economic difficulties in many of the leading economies, there is a very clear trend towards greater engagement in Africa. Africans have made this possible by improving their governance and implementing political and economic reforms, leading to robust economic growth.

One after the other, consultants, analysts and other international experts describe Africa as a continent of opportunity. And let me be honest - the strong interest shown by China and other dynamic economies has helped businesses in Europe to recognise - or in some cases to rediscover - the potential of the continent and respective opportunities for the years to come.

As a result of all of these factors, we have seen the international focus on Africa moving steadily from aid to business. It is a change in emphasis that I welcome wholeheartedly.

Ladies and gentlemen,

Southern Africa is of great political and strategic importance to Germany. This is spelled out in numerous policy documents and was underlined by Chancellor Angela Merkel, for example, during her visit in July this year to Kenya, Angola and Nigeria.

Southern Africa is considered an important political partner, not only because of its influential role in African and international affairs, but also because it provides some fine examples of countries pursuing good policies, implementing successful reforms and adhering to the rule of law. Germany and other democracies regard it as politically important to support and encourage these positive developments.

The African continent - including Southern Africa - also features more prominently in Germany's new approach to defence and security. There is now a greater focus on

promoting development, preventing instability in other parts of the world and ensuring cooperation with like-minded states.

As far as business is concerned, a recent survey of German companies doing business in SADC, conducted by the German-African Business Association, resulted in the most up-beat assessment since the start of the survey in 2006. This relates both to the current situation and the outlook for business.

Beyond these factors, the region is strategically important as a source of natural resources and a great potential source of food. In both these areas, I believe that the region offers attractive business opportunities, not least because of the enormous potential of adding value locally, e.g. through beneficiation and agro-processing.

Because of its strong and growing links to other emerging markets - including Brazil, Russia, India and China - the region is due to become even more important in coming years, in strategic, political and economic terms.

Nevertheless, some commentators love to point out how relatively small the African economies are and what small percentage of Germany's trade takes place with Africa. At first glance, this seems to be true. However, it is not fair to compare Germany's trade with our EU partners with our trade with Africa. To get a better perspective of Africa's and Southern Africa's importance to Germany, one should compare them with other markets outside Europe. This reveals that in 2010, for example, South Africa ranked 11th among non EU states as an export market, 13th as a source of imports. As an export market, it featured ahead of Canada, Mexico and Taiwan (to mention only three) and even ahead of EU states like Ireland and Greece.

In that context, allow me a few words about the Southern Africa Initiative of German Business, SAFRI.

Following the South African elections in 1994, the German government wanted business to become more active in Southern Africa, realising that democracy had to be underpinned by economic development.

In 1996, the German Chancellor at the time, Helmut Kohl, asked me to set up and lead SAFRI. Even at that time, my love for Southern Africa and its people was well known ... and I guess that my business experience in the region helped me to meet the job requirements

I am greatly honoured by the fact that this mandate was renewed by his successors, Gerhard Schröder and, more recently, Angela Merkel. In all humility, I can say that SAFRI has been a consistent element in relations between Germany and Southern Africa over the last 15 years ... and we are planning to build on this solid foundation in our current efforts to bring about change to SAFRI and to transform it gradually. It is in this to my great honour that I have won Andreas Wenzel as Secretary General of SAFRI. He

has more than 7 years of professional experience in German-African business relations and is currently very active to transform SAFRI to become an even more important and powerful initiative in Germany as well as on the continent.

One of SAFRI's main goals in Germany is to promote Southern Africa as a place to do business. Working with a large network of partners - including the Southern African Embassies in Germany - and supporting organisations, such as the German-African Business Association, the Association of German Chambers of Commerce and the Federation of German Industry - SAFRI arranges and participates in meetings, conferences and other events, helping to keep Southern Africa high on the agenda of German business.

An important SAFRI instrument is the Student Experience Programme (STEP), initiated in 2005. In terms of this programme a number of young and promising Southern Africans – students as well as young graduates - are offered internships in German companies, where they refine their skills, learn about German business and, of course, share their own knowledge and experience with their hosts. Quite a number of the alumni are currently employed with German companies in Southern Africa.

From the outset, SAFRI wanted to assist local SMEs in Southern Africa to develop and grow their businesses. This led to the first workshops for entrepreneurs in 1998, which later developed into the Journey to Excellence Programme (as it has been called since 2006), under the guiding hand of Nina Mapili. J2Ex helps companies and individuals to improve their performance continually, striving to reach international benchmarks

Ladies and gentlemen,

It is so rewarding to meet entrepreneurs who were helped by this programme to unlock their potential, to start and continue on the Journey to Excellence! Let me mention some examples that come to mind:

- Many years ago in Malawi, Eddie Kaluwa lost his job. Instead of looking for a new one, he took his savings and started his own company, Combine Cargo. A little less than two months ago, the company celebrated its 17th anniversary. In Eddie's own words, a SAFRI workshop marked the beginning of the company's transformation, helping it to develop a strong strategic focus and to implement robust plans, leading to success.
- a similar story is told by Thandi Chisiri of Catering Solutions in Zimbabwe, who has seen great improvement in the motivation and professionalism of her staff, opening up new business opportunities.
- another company that participated in the J2Ex programme is Premier Gaskets, also from Zimbabwe. In a document prepared for this conference, they outline

some of the challenges of doing business in Zimbabwe. However, what struck me most and filled me with pride, was to read that they list integrity as one of their core values, adding that "we always adhere to the highest moral standards". That, ladies and gentlemen, is one of the key elements of excellence!.....And Nina tells me that whenever she holds a workshop in Bulawayo, Premier Gaskets MD Themba Nkomo makes a special presentation about values – once again with integrity at its core.

I admire each of these entrepreneurs and I hope that they will continue to serve as sources of inspiration to others. But what is the secret of their success? Or, to phrase the question more generally, what is the key to success in business? Let me share with you some of my thoughts on this.

- Many authors and other experts have praised Africans for their extraordinary entrepreneurship, for the way in which they overcome the challenges posed by politics, a lack of infrastructure, natural disasters, a lack of access to markets and other factors inhibiting business. Therefore, I think that we can teach you little about entrepreneurship. What we can offer, though, is knowledge and experience about how to develop an entrepreneurial idea into a successful business. And this is where J2Ex can play a role.

Very often, people simply need help to recognise the value of their own ideas.

- I see entrepreneurship as a tribute to the human spirit ... it reflects our wish for freedom, our desire to find solutions, our determination to persist until we succeed and to improve our lives. To an entrepreneur, business is not only about making money. It is part of who they are.
- When one speaks to successful entrepreneurs or reads the biographies of great business leaders, there is one word that appears surprisingly often, and that word is "failure". Strange as it may seem, failure is often an important step on the road to success. Failure discourages most people, but it seems to inspire entrepreneurs.

Thomas Edison, the great inventor, phrased it well: "I have not failed. I've just found 10,000 ways that won't work."

Or to quote Henry Ford - "Failure is only the opportunity to begin again more intelligently".

If your focus as an entrepreneur is on avoiding failure, you probably won't take the kind of risks that are necessary to be truly successful in business.

My advice to you, therefore:

- Embrace risk and accept the possibility of failure
- Have big dreams, but heed the advice of a German saying:
 “First do what is essential, then do what is possible, and suddenly you will achieve the impossible.”
- Believe in yourself, but listen to advice
- When you see an opportunity, work relentlessly to take advantage of it.

One aspect that I see as particularly important is the contribution that responsibility and accountability make to entrepreneurial excellence.

Being sensitive to the needs of others is central to an entrepreneur's success. Where people need a product or service that is not yet provided, or not yet available in sufficient quantity or quality, entrepreneurs will respond to this need. To do this effectively, they need to be in touch with the people around them.

I would say that entrepreneurship, like business in general, is a plant that flourishes in the rich soil provided by its community. When you plant a seed, you will not neglect the soil, leave it to dry or even poison it, but will care for it and nourish it. Similarly, besides the moral obligation, it is in the interest of every entrepreneur to ensure that his or her community is as healthy as possible. You will never reach excellence if you spoil or neglect this soil.

I am glad that a sense of community is so strongly developed in African culture, reflected among others in the concept of Ubuntu.

One sometimes hears the argument that inefficiencies in a system increase the temptation to be corrupt. Corruption is even seen by some as a way of making the system work, a way of speeding up processes and influencing decisions. This is a very short-sighted view. Once corruption takes root, it soon leads to a vicious circle ... it increases inefficiency ... leading to further corruption. I guess it is clear that this vicious circle has no place on any journey to excellence.

Therefore, if I had to leave you with a single piece of advice today, it would be to do all you can to ensure good governance in your own business, and in every part of your society, including all levels of government. Do your best to promote and support institutions that are responsive, effective and that engender trust.

How can governments help entrepreneurs to excel?

Governments in the region have launched some good programmes to assist SMEs, among others by providing training programmes and favourable financing. Such programmes, if managed and implemented correctly, have an important role to play.

The best way of helping entrepreneurs, though, is simply to provide an environment that ensures freedom and fairness. This means implementing policies favourable to free enterprise, and providing good, effective, accountable and responsive government.

Many studies have pointed to the central role of good public institutions in promoting economic success.

At this point, allow me a few words about the recently published South African National Development Plan, drafted under the guidance of Minister Trevor Manuel. The NDP is a fine example of a policy approach that is sound and innovative. I welcome its focus on job creation by small and expanding companies, its proposals about cutting red tape, as well as its sensible (and logical) suggestion that wage growth should be linked to productivity growth in the long term.

Ladies and gentlemen,

Business thrives in an environment where risk can be embraced, in the knowledge that both the rewards and the costs will accrue to the risk-taker. This is as valid in Europe - currently dealing with a debt crisis - as it is in Southern Africa.

To give a more concrete example - in a case where someone secures a government contract, but delivers sub-standard products (e.g. housing) the downside of risk is often borne by the poor, while the well-connected gain disproportionately. This is not sustainable in the long term. You do not develop a culture of enterprise by encouraging short-cuts to wealth.

Ladies and gentlemen,

Allow me a few remarks about the German approach to business and its relevance to SMEs in this region. I realise, of course, that it would be wrong to adapt German examples without taking account of the unique circumstances in Southern Africa. I definitely do not promote a prescriptive approach, but I think there is great value in sharing experiences, in looking at some of the elements of Germany's success. Most of them are well-known, including:

- a strong domestic market and large markets in close proximity
- a decentralised economy, with a number of centres of excellence
- a responsible approach to labour relations, both by employers and trade unions. This includes wage discipline; an understanding that a rise in wages needs to be underpinned by an increase in productivity.
- an excellent infrastructure

- an emphasis on thoroughness and quality, at every level of business, in every stage of production and service delivery.
- the dual education system, which provides cost-effective and market-relevant education and training
- a focus on innovation
- a fundamental understanding that the world is your market. Although they tend to be cautious and conservative, even smaller German companies seek international markets.

To summarise, I believe that the German “social market system” has proven to be very effective. It encourages both freedom and responsibility. It promotes individual excellence, while placing an emphasis on social cohesion. And, of course, it is embedded in a democratic society. In a way, it is in line with the African saying: “If you want to travel fast, travel alone. If you want to travel far, travel together” At times, we encourage people to travel fast and alone, but in the end we move together (but still as fast as possible).

Ladies and gentlemen, dear friends

Let me conclude on a more personal note. I am very fond of (love?) Southern Africa and its people. Your friendship, your generosity and your warmth have become a part of my life. When I breathe the air, touch the soil, taste the food or swim in the waters of Africa, I feel at home. The cradle of humanity has always been kind to me. Therefore, it is my great wish that this region should prosper in every way. That democracy will flourish; that poverty will be eliminated; that inequalities will be addressed, and that the wonderful, rich cultures of this region will continue to enlighten the world.

Rest assured that you have many friends in Germany who have your interests at heart. In government and in business, officially and privately, we will continue to do our best to strengthen relations and to grow our friendship. That, dear friends, is what SAFRI and I stand for.

I wish all of you an enjoyable and rewarding road ahead on your entrepreneurial endeavours.

We as SAFRI look forward to spending a lot more time with you on our shared journey to excellence.

Thank you.

Case Study Abstract: The Southern Africa Initiative of German Business -

a B2B initiative promotes entrepreneurship and entrepreneurial thinking in southern Africa

November, 2010

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Abstract

SAFRI, the Southern Africa Initiative of German Business, is a private B2B (business-to-business) initiative created in 1996 by the Afrika-Verein (AV), the Federation of German Industries (BDI) and the Association of German Chambers of Industry and Commerce (DIHK). Headed since its inception by Prof. Juergen E. Schrempp, the now retired Chairman of Daimler-Benz, then DaimlerChrysler (now Daimler AG), it has supported many different initiatives aimed at focusing attention on the economic potential of the member states of the Southern African Development Community (SADC) and further promoting German business activities in the region.

One key area of activity has been promoting entrepreneurship and entrepreneurial thinking in the region. Originally through the SAFRI HRD (Human Resource Development) Project, and more recently through SAFRI's *Journey to Excellence (J2Ex)* Program, small and medium enterprises (SMEs), and increasingly micro businesses and enterprising individuals, have been assisted in improving their strategic focus, competitiveness, and levels of organizational/individual excellence via training and mentoring. Local facilitators, mentors, and excellence assessors have been trained in parallel.

Workshops have been conducted in 11 of the 15 SADC countries. Well over a thousand people have been trained since the introduction of the *Journey to Excellence* Program in 2006.

The EFQM (European Foundation for Quality Management; the long version is no longer used) Excellence Model, an internationally-recognized management tool, is at the core of the J2Ex program, which offers entry points for management teams at different levels of organizational maturity, as well as for individuals wanting to lead an enterprising life.

The author consults for the SAFRI Chairman's Office, whose work is funded by Daimler AG (and previously by DaimlerChrysler and Daimler-Benz). She developed the initial program for working with SADC businesses in 1998, and continues program development and implementation to the present. The *Journey to Excellence* Program intellectual property (IP) belongs to her company, Mapili GmbH, based in Friedrichshafen, Germany.

This paper explores the motivation, approaches, challenges, successes, lessons learned, and way forward in this unique, long-term, privately-funded initiative's work promoting entrepreneurship in SADC.

Keywords: Africa, SADC, entrepreneurship, SME, SMME, training, mentoring, Journey to Excellence, J2Ex, B2B, education, organisational excellence, organizational excellence, SAFRI, Daimler, Juergen E. Schrempp, EFQM, excellence model, Business Development Services, BDS, AV, BDI, DIHK.

Note: The full paper is in the file with speakers' presentations.

Agro Value Centre

Bulawayo, Zimbabwe

Prepared by Mirelle Parsons-Matiwaza

Type of workshop attended: Take Charge of your Business!

Number of participants: Three

Workshop dates: 09 – 11th April 2010

Description of company at time of participation in the workshop:

The Agro Value Centre was founded in 2009 and is a Private Limited company.

The agro Value Centre has a staff compliment of 16 (sixteen) full time employees, and 4 (four) top management and administration staff. Their current areas of operation in Zimbabwe are the Matabeleland North and South region as well as the Midlands region. Annual turnover is the region of US\$350 000 to US\$500 000. A major challenge they have been experiencing is low volumes of disposable incomes from walk in clients and this has been mitigated the economic environment at play in Zimbabwe. Most of their income is being generated from work with Non Governmental Organisations.

Vision

To be the market leaders in the provision of agricultural inputs and general hardware solutions in Zimbabwe and SADC.

Mission:

We offer tailor made agricultural and general hardware solutions to the total satisfaction of our customers.

Values :

We believe in honesty and integrity, excellence and teamwork.

Our most important goals are:

1. To achieve a turnover of \$960k by Dec 2011
2. To have 100% motivated staff, at most 10% skills gap by June 2011
3. To achieve a market share of at least 40% in all markets we serve by June 2011.
4. To achieve 90% satisfied customers and 95% repeat purchase customers by Dec 2011.
5. To earn a gross profit of at least 25% by June 2011.

*What did you **do** as a result of the workshop? Describe action plan(s) implemented.*

1. We communicated with top management and key employees on the outcome of the workshop, immediately setting to work on our action plan. We hold weekly management meetings for the purpose of planning ahead and feedback on actions that were tasked to be carried out.
2. We drafted and implemented a new marketing strategy which has seen an improvement in advertising, through newspapers, flyers, promotions, t-shirts, work suits etc....
3. We developed advertising partnerships with some of our major suppliers.
4. We have embarked on staff training in relation to our goal no2. This has improved the relationship with our employees and has given them a sense of belonging and responsibility over the organisation.
5. We developed strategic partnerships with NGOs who distribute our product on our behalf to other areas in Zimbabwe without which we would have had to open new branches; this has seen a considerable reduction in operational costs to the organisation.
 - Through this partnership we have also seen an increase in our market share, we now have a steady market in areas like Jombe and Nkayi where we received over 50% of a distribution project against seasoned competitors.
6. We participated for the very first at a local Agricultural Show held in Kwekwe in October 2010; we came 2nd behind ZESA who are not agricultural competitors.

*What concrete **outcomes** were achieved as a result of your actions?*

1. We opened 2 new branches employing 10 people and creating a further 2 more vacancies. We bought over shares in a timber company called Trans – timber; through this second organisation we have created further employment for 4 full time employees and 6 contract labourers.
2. Through our strategic partnerships with NGOs as at Dec 2010 we generated an additional income of \$29k and saved on average \$4000 month on month.
3. We have created additional employed for 14 people and 6 contract labourers.

Describe the way forward for your company as you see it in the coming years.

In the coming years we want to have expanded our market share into the region even further thereby creating further employment.

Pattaf Pvt Ltd trading as

Catering Solutions

Bulawayo Zimbabwe

By Thandiwe Chisiri

1. INTRODUCTION

1.1 Introduction to the company

Catering Solutions was established in August 2008 with the aim and purpose of providing high quality food and catering services. Its operations were designed to focus on food, service, skills and technical research on catering to provide professional advice and guidance services as a one-stop catering function - for menu choices, food preparation, catering, event management and equipment hire. The business's main function is for the provision of professional and expert services together with the requisite high quality equipment in the hospitality and catering industry; where Catering Solutions is positioning and committing its business efforts to pursuing and providing uncompromising value services to suit the most discerning of clients.

Through its professional and motivate core staff of four (4), Catering Solutions will drive an aggressive and personalised client - management relationship that ensures expert and timeous service delivery of high quality cuisine and services.

Catering Solutions operations are currently only in Zimbabwe, where the business administration offices are situated at number 4 & 5 Stanberra House, on 87 George Si-lundika Street, between 8th & 9th Avenue in the city of Bulawayo, Zimbabwe.

1.2 Overview of the countries in which the company does business

Zimbabwe is a country greatly endowed with natural resources and a large educated and sought after labour force. Though Zimbabwe is a land locked Zimbabwe it has its most strategic and powerful relationship with South Africa, whose proximity and cultural connections provide Zimbabwe with trade routes, regional & international access and connectivity

Zimbabwe enjoys relative political stability as a multi party democracy state with a population of 14 Million people. Zimbabwe is a currently a country on the mend after experiencing about a decade of economical turbulence that led to political confrontations and disagreements.

Though having faced many challenges and difficulties Zimbabwe is a country rising out of its crisis and presently providing many attractive business and investment opportunities and possibilities on the African continent. The Zimbabwean government is providing many trade and business incentives for the development and sustenance of business as



a means of motivating and luring business to and in the country. Should the government of Zimbabwe continue to provide attractive investment opportunities and incentives to both local and foreign investors and an un-interrupted growth period ensue then Zimbabwe's recovery will surely be complete and the country a sought after investment destination.

2. STRATEGIC FRAMEWORK

2.1 Vision

To be the recognised, leading and preferred catering service provider in Zimbabwe.

To anticipate, create, meet and surpass client demand and expectation of our products and services.

To be a quality services oriented company – capable of providing a range of services to corporate, public and individual clients in Zimbabwe and the region.

To provide varied & quality menus, prepared and served by highly skilled, hospitable & informed staff whilst maintaining nutrition and providing a tasty and balanced cuisine to

the excesses of the customer / dinner's expectation.

2.2 Mission

To forge links and networks with major industry players, the private sector and the academia sector; to establish and facilitate access to wider market pools and greater opportunities within the virtual business community.

To position with deliberate intent the operations of Catering Solutions Center stage within this vision, whilst actively contributing and participating in the trend, flow, marketing strategies and campaigns of value add products, services and synergies and thereby achieve relevant and determined growth and recognition as an operation with national influence and regional reach.

2.3 Value

To operate and conduct all of Catering Solutions business on the principles and fundamentals of:-

- Ethical business practices
- Honesty; delivery of promise in quality and, just and fair pricing systems and structures.
- Professionalism; by being equipped with relevant qualified staff and durable quality equipment.

2.4 Stakeholder analysis

The catering industry affects almost every facet of society and business; catering is required at all levels of society; be it for the national events, political event, corporate functions, parties, funerals and individuals. Therefore the interested parties to the catering industry will include;

Government departments: who set the operating environments and instruments that allow, enable and encourage and enhance catering industry and service providers' performance, standards and general outlook.

Schools of hospitality and catering services: who and where are responsible for the initial and crucial level of knowledge, skills and expertise development that leads to the eventual quality and professionalism that identifies and characterises the industry.

3. PEST & SWOT

3.1 Political

The general political conditions in Zimbabwe are stable and the country has embarked on addressing its political differences. Zimbabwe after having experienced period characterized by political disturbances, acute foreign currency shortages, an overvalued

currency, erratic fuel supplies, lawlessness, racial tension is now on the mend.

3.1.2 Economical

The general economical conditions in Zimbabwe are improving after having deteriorated to a total financial and economical meltdown characterised by foreign currency shortages and lawlessness.

The economic conditions have radically improved to where Zimbabwe is now being a sought after investment destination by providing conducive and attractive investment mechanisms and climate.

3.1.3 Social

The social make up of Zimbabwe remains a very crucial element in the political and economical arena of the country. There exists an indelible historical interest and commitment that has forged the resolve of the various social groups with deliberate intent and choice to face their differences and commit to surmounting the current crises in a genuine display of social integration and respect.

3.1.4 Technological

Zimbabwe has an enviably sound infrastructure within the region and within Africa as a whole. Zimbabwe's road network though not the best is still very much reliable and dependable. The communication network is internationally compatible and abreast with the world trends.

Zimbabwe boasts some world class facilities in sport, travel, tourism and communications sectors Zimbabwe's proximity and close alliance with South Africa the "First World" of Africa and the undisputed "Gateway" to Africa, Africa's "Hot-bed" of international connections is possibly the greatest technological advantage Zimbabwe has, as the eventual spill over that is inevitable and the business communities and history's of the two (2) country's are inextricably connected.

3.2 Strengths

- Catering Solutions strengths lie in its professional and skilled employees, whose passion and innovation drive the business's identity and recognition.
- The Advantage of being a private owned and run business allows for the flexibility and spontaneous advantage to tailor make arrangements without the bureaucracy and red-tape associated with larger enterprises.

3.2.1 Weaknesses

- Lack of resources
- Small capacity
- Lack of staff training consistency in office etiquette, business motivation, custom-

er service and the general updating on current operation methods and trends.

- Unavailability of a marketing budget, to initiate and maintain a marketing campaign to create sufficient awareness and impact.
- Poor supplier and business relationships.

3.2.2 Opportunities

- Corporate and social functions, fairs, weddings, etc.
- Government calendar events.

3.2.3 Threats

- Political uncertainty
- Economical uncertainty/ inflation/ punitive industry instruments
- Dependency on cash to run / operate business
- The limited management control of our marketing and operations

4. KEY STRATEGIC GOALS

Catering Solutions key strategic goals are focused towards pursuing and achieving:-

- High quality and up to date knowledge of food and catering service and equipment.
- Expert and professional skills and services
- Growth and capacity to service to up to 2000 clients at any one time
- To develop operations and influence throughout Zimbabwe and into the region
- To arrive at a stage of providing hospitality training and being a recognised authority in the catering industry.

5. KEY ACTIONAL PLANS: IMPLEMENTATION AND RESULTS

The Journey to Excellence Program allowed for Catering Solutions to perceive, analyse and understand its full business concept, coming to understand that if success at any rate was to be achieved – then a radical change in business attitude and approach had to happen.

Such as:-

- Corporate identity i.e. business cards and company profile
- Customising and branding of Catering Solutions service items

- Professional presentation of staff i.e. uniforms & training
- Investing and acquiring in own service equipment and items

5.1 ACTION PLAN

5.1.1 Action Plan

Catering Solutions has since embarked on a step by step course of action to radically elevate its business from a subsistence mediocre level to one of substance and excellence. The commencing short term action is a (1) one year program; set out to achieve the following:-

1 to 3rd month:

Create and publish a professional identity and corporate presentation by:

- Business Cards
- Company Business Plan & Profile
- Staff uniforms and corporate identity

3 to 6th month: Investment

- Catering equipment, linen, cutlery, crockery, glassware and other items

6 to 9th month: Marketing

- Publicising and selling

9 to 12th month: Invest in skills and management development

- Staff and management training
- Motivation
- During this period identify encourage and motivate staff, select leaders through identifying enthusiasm, passion, dependability, team spirit and leadership qualities.

5.1.2 Implementation

The positive side since commencing the implementation program; began with the:-

- Motivation of Staff
- Professional look and attitude
- Positive responses and comments from clients
- More business

The challenges were to do with not having adequate resources to carry out the changes as required and having the necessary feedback.

Resistance in changing, created and expected perceptions and past client experiences, where clients perceive this to be a once off effort or a gimmick not to be sustained.

5.1.3 Results

The results of this course of action were to the effect that:-

- direct business has increased
- more publicity has been achieved
- increased and steady build up of value assets has been realised
- better food and service quality has been sustained
- greater focus and planning is now an imperative

6.0 IMPACT OF INTERVENTION

Catering Solutions operations now impact the whole cross section of society at all its various levels and sizes, including:

- Government departments
- Corporates
- Industry – local and foreign

Individuals; some of the top drawer clients with whom Catering Solutions has had the privilege of serving and impacting and now form an integral part of the client base are:-

- Zimbabwe International Trade Fair – Company
- B.P Shell
- Old Mutual
- Newsday
- Word of Life International Ministries

6.1 Scale of impact

The extent of impact and influence of Catering Solutions operations and initiatives is far reaching and stretches from - services clients who include government departments, Corporates, NGOs, and Churches to Families, to Individuals, to Supply companies and Transport operators. The effects directly affecting the business structures cascading down to the family unit and individual on the street through employment, training and

cash benefits.

6.2 Income generation and job creation

Catering Solutions operations vary in size and nature – its operations involving especially large corporate functions and weddings easily creates up to 50 jobs at a time per function in their various duties. This job creation results in immediate cash and financial empowerment through the jobs and services created which in turn provides a wider social benefit to the community and society.

7.0 WAY FORWARD

The way forward for Catering Solutions is the only way possible for success which is to remain focused and pursue their goals doggedly. To remain dedicated to achieving the required mix of professionalism, skills and equipment to being recognised as a leading hospitality and catering service provider in Zimbabwe and the region.

With the ultimate plan to control and direct its service facets; food, equipment, transport and skills training so as to ensure and guarantee specific and identifiable style and quality.

7.1 Short, medium and long term view

In the short term: Catering Solutions sees its business developing rapidly because of the professional and skilled approach it has embarked on. The owner run business fundamental will give it competitive edge, advantage, flexibility, quality control and quick decision making in comparison to larger and more bureaucratic enterprises whose decisions and flexibility involve longer periods of time and more decision makers and analysis.

In the medium term: Catering Solutions sees its business entrenching itself more authoritatively in the industry and market through its established programs in skills development and acquired catering assets.

In the long term: should the operating, financial and political environment remain unchanged then the outlook for Catering Solutions to be a Catering Power House with immense local influence and regional reach are inevitable.

8.0 LEARNING POINTS

-That the success of a business and the progress of its operations are directed by the deliberate planning and preparedness of those driving it. That knowledge, professionalism and presentations of staff and products are essential for success.

-That the knowledge of ones competitors, operating environment and challenging forces is key to business survival.

-That the market has to be respected and treated with dignity and further that good business ethics and principles are no substitute for quality products or services but that they go hand in hand.

- The fundamental principal of success is in “**MARKETING & SALES**” of quality knowledge and products that stretch from the point of origin & supply - to the point of need & consumption / client and are driven by a spirited and visionary leadership with a dedicated and efficient management.

8.2 EDUCATION AND TRAINING

-Education and training can better support entrepreneurs by providing hands on training on the knowledge on how the Governmental laws govern business, i.e. failure to adhere to Tax and NSSA is in our country a breach of these fundamentals.

-How to set up and write up business proposals and educating the entrepreneur on acquiring funding through the bank, investors or partnerships.

-Having seasoned mentors that are successful in that **particular** in business, who can routinely check up on the mentorees to see how they are performing in their various field and give advise where and when necessary.

-Let entrepreneurs write up analysis of what they feel would best equip them as each business unit is unique and thus there needs are very diverse.

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Challenge your challenges – SME Development and Support at the Centre for Entrepreneurial Development

By Margaret Bennett & Cynthia Kaimu

INTRODUCTION TO CED

The Centre for Development (CED) is the industrial skills development and training extension of the Polytechnic of Namibia. From humble beginnings in 2000 the Centre has grown into a local powerhouse for extracurricular training in Namibia and has become significant on the Namibian training landscape.

CED, being an independent sustainable business unit, comprises five sub-units namely Consulting Services, Institutional and Corporate Training, Skills Development and Capacity Building, SME Development and Mentoring and ICT Training and Testing. Two additional units are envisaged and will be established in due course.

We believe that this expansion of CED will align us with the objectives of the Government's Vision 2030 in skills building that will contribute significantly to the national plight of alleviation of unemployment and poverty, respectively.

THE CED VISION STATEMENT

Our vision is to contribute to the growth of the economy and human welfare of all Namibians through innovative and excellent service provision.

THE CED MISSION STATEMENT

CED is committed to provide training of superior quality, excellent consulting and technical support to all our internal and external clientele. We endeavour to deliver customised learning solutions and to develop and monitor SME initiatives. We shall fully contribute to the growth and the holistic development of the economy of the country.

THE NAMIBIAN SITUATION

Namibia has a staggering unemployment rate of approximately 52%. The majority of the unemployed are the young and unskilled segment of the population. The Government of Namibia is cognizant of the severity of the national state that calls for immediate action and intervention from private and public sectors and civil society. Failure to address this challenge may lead to unintended social and economic imbalances in the economy.

The role performed by SMEs is increasingly recognized in the country. This sector of our economy has become one receiving government priority because of the significant impact and contribution towards employment creation. There is strong emphasis on enhanced financial support to SMEs in the National Development Plan (NDP) 3, with a view to improve the ownership, participation of financial institutions and access to financial support to formerly disadvantaged groups.

Inadequate capacity in both the public and private sectors has been identified as one of the main bottlenecks for sustainable development in Namibia. The shortage of suitably-trained entrepreneurs in either vocational or business disciplines is a major disadvantage of the small business sector in Namibia.

It is thus imperative that educational institutions intensify the development of small and medium enterprises.

CHALLENGES FACING SMEs IN NAMIBIA

- Access to Finance
- Inadequate resources and skills
- Lack of commitment and negative attitude of SME owners pertaining to learning
- Creating national/international marketing channels for products/services
- Lack of bank accounts
- Poor or no bookkeeping
- High rate of failure i.e. approximately 80% of new business fail in the first 3 years.

CHALLENGES THE CED FACE IN SME DEVELOPMENT

- Limited financial resources and skills at national level to implement capacity building initiatives
- Creating national/international marketing channels for products/services
- Dealing with businesses at different growth levels during training interventions
- Language Constraints

- Mentorship, monitoring & evaluation in remote areas
- Profit?
- Multiple service providers causing duplication of efforts in Market
- Businesses not registered for tax
- Business not registered with the Ministry of Trade and Industry.

THE WAY FORWARD FOR CED & SMEs

For CED it is important to create a pathway for SMEs in the Namibian Environment to foster continuity of the learning experience and in turn business sustainability.

Thus the following steps are envisaged for businesses:

1. Possibility of conducting business feasibility studies and/or business plans, where applicable
2. Providing basic business management skills
3. Assistance to acquire finance
4. Mentorship services and student attachment for fostering application of theoretical concepts acquired during training interventions
5. Creation of marketing chain

SME DEVELOPMENT AND SUPPORT

This unit provides SME development and support through the identification of SME development projects, training, mentorship and coaching. Our approach of rendering services is results driven, hence a needs analysis that focuses on the content and level of our interventions is preliminary. Mentorship programmes with measurable deliverables are developed for businesses. Monitoring and evaluation of progress is integrated in our projects.

Various projects were successfully implemented with the financial assistance from NedBank Namibia, City of Windhoek and Shell Namibia. Current projects underway are being sponsored by Rössing Uranium Limited, the Ministry of Trade and Industry and Old Mutual Namibia.

RESOURCES

The CED has access to the vast knowledge and expertise of the staff of the Polytechnic who are contracted to deliver services such as training and consulting on a part-time basis. Experts from public and private sectors are also sought to complement available resources. Content is developed by the Polytechnic faculty members in accordance with the high standards of the institution with much emphasis on relevance and applicability in line with industry trends and expectations.

CED uses the following 3 Categories to classify SMEs:

- Informal market: 1 employee, turnover of less than N\$3 000 per year, less than 3 years in existence.
- Semi-formal market: More than one employee but less than 7, turnover of between N\$3 000 and N\$40 000 per year, for more than 3 years in existence.
- Entrepreneurs: More than 7 employees, turnover of more than N\$40 000 per annum, in existence for longer than 7 years and registered for tax purposes.

CASE STUDIES

1. Jergo's Cleaning Services CC

Keeping it clean (Original Article Jolene Nell)

Driving through Okuryangava, observing the clean streets and pavements, it is difficult to believe that this is a township in Lafrenz, Katutura, on a Monday morning. The cleanliness of the streets and open areas completely defies the expectation one has of this area.

Jeremia Kahambea has been the owner of Jergo's Cleaning Services CC since December, 2007. Humbly, but with much pride in his voice, he points out the borders of the area for which he is responsible for cleaning.

Jeremia was one of the first workers of the City of Windhoek to participate in the SME program when Windhoek and Katutura were divided into 16 'cleaning areas' in 2006. As part of the training to become one-man cleaning contractors and establish their own businesses, the City sent the contractors to Centre for Entrepreneurial Development (CED), Polytechnic of Namibia, for a course in Business Management.

The course taught subjects such as How to Start a Business, Human Resources, Management of Cash Flow, Budgeting, and How to Submit Tenders. Over the past years Jeremia found the lectures in Budgeting most valuable.

Jeremia soon realised that to be a contractor does not only mean that "you can be the boss and make money". He trained his staff, other contractors, and educated the community, especially the children, in general and on personal hygiene.

A typical day starts with the 3 supervisors, the 2 shop stewards and the 21 general workers meeting with Jeremia before they are dropped at their respective areas to perform their services.

Men, clearly identifiable in overalls and reflector jackets, can be seen working to clean the area from rubbish thrown down by negligent residents or spread by the wind. They are given equipment as well as gloves and masks to protect them from getting injured by the odd broken bottle or rusted tins. Skip containers in which the rubbish is dumped

are placed strategically.

At the Brakwater Waste Transfer Station the rubbish is sorted into recyclable categories such as paper, plastic, metal, glass and garden refuse. Jergo's transports the non-recyclable and general household waste to the Kupferberger Landfill Site. This completes the cycle that starts every morning, six days a week.

Asked why he chose to do this work that many people would turn their backs on, Jeremia said: "I want to make this a bearable and livable area. I do it for my community and especially for the children".

Reflecting on the success of his business and what he has achieved in the Okuryangava area, Jeremia is deeply thankful for what he has learned at the CED.

2. Pillow Manufacturing and Distributor CC

(Original Article by Jolene Nell)

"I have always been in the trading business, selling clothes, perfume and other items. Because I never had any formal training I was never successful", says Katrina Haidula, owner of Pillow Manufacturing and Distributor CC.

However, last year all of this changed. One week after buying a pillow in a local shop, Katrina realized that it was of poor quality. Being a resourceful woman who dreamed of being an independent businesswoman, like her paternal grandmother, she embarked on researching the possibility of manufacturing such pillows herself. She carefully considered the cost implication, as well as the marketing aspects thereof.

After purchasing material and sponge, Katrina made her first pillow on a hand operated machine. After a friend of hers saw the final product she placed an order for two pillows. This resulted in more orders for pillows of different sizes and she could hardly keep up with the demand. And so her business idea was born.

Always looking for opportunities to improve herself, this single mother of one boy immediately responded when she saw an advertisement in a local newspaper. Old Mutual was sponsoring an SME Development Course presented by Centre for Entrepreneurial Development (CED) of the Polytechnic of Namibia. Out of 380 applications she was one of seven persons selected to attend the course. In May 2011 she successfully and proudly completed her studies.

With the knowledge Katrina gained from her studies, one of the first steps she took was to separate her personal bank account from her business account. Furthermore she registered her business as a close corporation and actively started applying the business principles she was taught. With the newly acquired knowledge of budgeting, accounting, customer care, marketing and taxes Katrina is now able to carefully plan the sustainable future of her business.

Due to limited space Katrina, doing all the sewing herself, employs one person who is

responsible for the cutting of the sponge. She is well aware that the limited space she has for storing raw material and product, she can only buy material and sponge for the orders at hand.

Katrina's vision includes erecting her own building large enough to also utilize the two electrical machines she has and to create employment opportunities in order to increase production. Opposed to currently manufacturing on demand only, she dreams of having regular clients to whom she could deliver quality pillows of different sizes, as well as scatter cushions.

Katrina Haidula clearly is a good example of the advice she has for prospected entrepreneurs. She encourages them to have a clear vision, to take charge of their future and not to depend on other people for their success.

She fully acknowledges the value of the course taken through CED as well as the mentor they have appointed to guide her along the way to success.

Combine Cargo Malawi Limited

Blantyre, Malawi

Author: Eddie Kaluwa—FCILT, MD

DESCRIPTION OF OUR COMPANY

Combine Cargo Malawi Limited is a growing, aggressive and leading customs clearing and freight forwarding company and a provider of household removals, warehousing and transport logistics services. The company has its head office at Kidney Crescent in Blantyre with branch offices in Lilongwe, Mwanza, Mchinji, Dedza and Songwe borders.

Founded in 1994, the company deals in international transportation of imports, exports and household removals. With support from a network of international Freight Agents worldwide, the company fulfils these function for various segments of the market ranging from retailers, wholesalers, motor vehicle dealers, chain stores, manufacturers, construction, telecommunication, agriculture mining, aid agencies and energy sectors.

The company creates value to its stakeholders by offering comprehensive, cost effective and reliable services and high return on shareholders' investments with growth of the asset base.

Our products:

- Freight forwarding
- Customs clearing
- Household removals
- Warehousing
- Transport logistics management
- Distribution

Our stakeholders

- Government
- Shareholders
- Employers
- Customers
- Regulators
- Partners in the community
- Suppliers

Combine Cargo's 15 Year celebration in 2009

Combine Cargo MD, Eddie Kaluwa: "In 2003, I attended a workshop held by the Southern Africa Initiative of German Business—SAFRI. This marked the beginning of our transformation into a one-stop freight company. Over time, we learned to develop a strong strategic focus and implement robust plans to achieve our goals. We have been quite successful as a result."

Our culture

Our culture transcends geography and language, and permeates everything we do as a company and can be defined by the following corporate **values**;

- Quest for excellence – charting and maintaining a course towards increased competitiveness and greater organizational sustainability.
- Integrity – promoting openness and transparency with zero tolerance on corruption.
- Passion – great enthusiasm to deliver the best in what we do.
- Communication – providing effective internal and external communication practices to ensure that all relevant parties in the supply chain are kept well informed.

Vision:

To be the Company of choice in the Supply Chain Logistics Management within SADC and beyond.

Mission:

To provide excellent services in Transport Logistics Management while exceeding Stakeholders' expectations.

Combine Cargo Malawi Limited will provide an excellent case study from its origin as it begun the journey in September 1994, with a three-man operation to date where the

workforce now stands at 65. It has been very consistent with positive growth and has registered success in managing its operations, motivating its people by engaging them in training and taking responsibilities in getting involved with the communities. Success of its growth can be measured from the statistics below;

Financial Statement (Malawi Kwacha; in Thousands)

Income Statement Data

For year	2005	2006	2007	2008	2009	2010	2011
Turnover	59,970	71,409	90,270	140,986	162,377	173,673	187,815
Profit after tax	3,410	(10,186)	5,033	6,815	20,227	32,496	26,444
Retained earnings	5,716	(4,469)	(2,436)	4,379	22,807	39,625	49,115

Balance Sheet Data *Current liabilities = obligations due in the next financial period

Year-end	2005	2006	2007	2008	2009	2010	2011
Assets	53,812	61,242	57,821	84,812	102,886	107,474	107,242
Liabilities: long term	3,750	750	-	12,177	17,155	9,108	2,229
Liabilities: current*	56,789	53,571	69,474	91,259	83,046	87,497	96,340
Shareholders' equity	28,386	24,026	26,059	41,599	70,914	94,949	107,304

Employment data

During year	2005	2006	2007	2008	2009	2010	2011
Number employees (full-time)	59	59	67	63	65	63	66
Number employees (part-time)	-	-	-	-	-	-	-

Cash Flow Statement

For Year	2005	2006	2007	2008	2009	2010	2011
Net Cash inflow / outflow from operations	9,712	(4,465)	8,963	7,278	19,766	25,361	77,339
Net Cash inflow/ outflow from investing activities	(768)	(9,517)	(1,529)	(19,944)	(20,863)	(10,082)	(10,780)
Net cash inflow/ outflow from financing activities	(1,577)	2,825	(7,311)	14,725	9,208	(13,908)	(25,564)

The underlying principles of success can be attributed to;

- Leadership: Our leaders lead by example and show great constancy of purpose.
- Customer & Market Focus: We remain focused to service our clients to ensure we meet their needs.
- Our people: Our people are well managed, empowered and satisfied.
- Continuous improvement: We continue to pursue the *Journey to Excellence* as one way of meeting the needs of our customers, our people and suppliers.

WAYFORWARD

The undying passion for quality and, more importantly, customer satisfaction, has facilitated our ascendance to the leading edge in the Freight Industry and we strongly believe that we will increase our market share from current 21% to 30% by 2012.

Innovation helps to create excitement on how to undertake to move the business forward particularly in a market that has very stiff competition due to many registered players as we have to carefully select, develop and manage our relationships with all stakeholders.

LESSONS FOR ENTREPRENEURS AND EDUCATORS

In order to succeed, the business must be allowed to operate on stand-alone principles, guided by core values such as integrity, good communication, passion and excellence.

The Dream Center (Pty) Ltd t/a

Achievers Dream Academy

Plot 5877, Tlokweng, Botswana

By Cecilia Gaolathe, MD, and Joe Nyamunda

Email: chembako@yahoo.com

Telephone: 00267-393 9198

Mobile 00267-7300 3783 / 7178 5400

Workshop attended: *Take Charge of Your Business! (TCYB)*

Number of people from the company who participated in the

1. INTRODUCTION

1.1 Introduction to the company

Description of company at time of participation in the workshop:

- Low financial reserves and insufficient finances
- Inadequate financial management processes / systems
- Inadequate customer and employee retention packages which resulted in high employee turnover rate
- Inadequate space and materials, unfinished and unattractive building.
- Unattractive employee remuneration

Type of Business Entity: Limited Liability Company

Year Founded: 2006

Area of Operation: Tlokweng, Gaborone, Botswana

Area of business: School of children with special educational needs; Rehabilitation Center; Speech Language Therapy; Audiology

The business in the first private rehabilitation and or remedial school that mainly focuses on children with learning disability and other pervasive developmental disorders. General areas in which improvement is necessary include:

- ensure quality service delivery; I
- intensify marketing;
- establishment of world class infrastructures and
- diversification of sources of income for business development



MD Cecilia Gaolathe in front of one of her schools

1.2 Overview of the countries in which the company does business

The company is based in Botswana. Botswana has a relatively viable economic environment for business growth. This is mainly due to the availability of low interest rate loan schemes for citizens, good policies and government intentions.

Unfortunately there are no specific policies for children with special needs; government bureaucracy; no role clarity among government departments and ministries; unrevised and unrealistic land policies.

Which growing city can have 4 hectares of land for a school in areas easily accessible?

Registration of the school has been a challenge because it is the first of its kind in Botswana; recruitment of employees has also been a challenge because professionals needed are scarce.

2. STRATEGIC FRAMEWORK

2.1 VISION

To be the learning center of choice in Southern Africa for individuals with learning disability.

2.2 MISSION

We enable children with learning difficulties to reach their full potential through remedial education

2.3 VALUES

- Customer Satisfaction: we provide quality remedial education that ensures gradual academic achievement
 - Team Work: we use a multi-disciplinary team approach towards learners education and school management
 - Integrity: we adhere to standards, morals and ethics of our professions
 - Economic Security: we create an environment where stakeholders' financial needs are realized.
 - Excellence: we strive for excellence in every thing we do
- Professionalism: we value and respect individual and cultural differences as well as thrive for competence in service delivery.

2.4 STAKEHOLDERS

- Community
- Employees
- Learners
- Financiers – investors include Citizen Entrepreneur Development Agency (CEDA) and shareholders; We have 2 church organisations who sponsor faithfully.
- Parents and care-givers
- Government
- Suppliers – Learning aids.
- Mentors – SAFRI and CEDA;

3. PEST & SWOT

3.1 PEST ANALYSIS

POLITICAL FACTORS

- Land policies of size of plot recommended for school – the government stipulates that primary school should be build on 4 hectares of land, so we built the school in a 2 000 square meter plot. Although the classrooms are almost adequate, the

size of the plot made it difficult for us to get our permanent registration with the Ministry of Education.

- Political stability in Botswana – Botswana has a relatively low crime rate; this reduces expenditure relating to infrastructure, client and employee security; we are able to attract clients from neighbouring countries; we have members of parliament who are actively supporting our initiatives;
- No implementation of policies for the disabled

ECONOMIC FACTORS

- Stable and low interest rates on capital financing from CEDA
- Global economic crash – this has resulted in the increase of prices for exported items such as fuel, learning aid materials, food and building materials, as well as a increased school dropout mainly because parents have lost the jobs and or income;

SOCIAL FACTORS

- Increase in number of orphans in income groups - resulted in increased school dropouts
- Lack of skilled local personnel: we have to employ expatriates; train citizens to localize; This results in increased expenditure (salaries; training costs and work permits)

TECHNOLOGY

- Expensive therapy and remedial equipments: increase costs and lack of result in lower quality
- No local suppliers of therapy or learning aids: resulting in high start up costs.

3.2 SWOT ANALYSIS

STRENGTHS

- Qualified experienced personnel
- Owner has requisite qualification and experience
- The only registered remedial school
- Established networks and referral sources
- Current success rate

WEAKNESSES

- Low financial reserves
- Inadequate financial management processes / systems
- Inadequate customer and employee retention packages
- Inadequate space and materials
- Unattractive employee remuneration
- Reliance on expatriate professionals

OPPORTUNITIES

- Improved public awareness
- Under capacity in the government services
- University of Botswana programs: they send their students for attachment at our institution; they offer us continued training within the field;
- Willing donors e.g. churches, individuals
- No major competitor

THREATS

- Competition (establishment of after school remedial centres)
- Unfavourable government policies, regulations and accreditation e.g. land size; immigration and labour regulations
- Economic down turn

4. KEY STRATEGIC GOALS

- By 2014, 95% of our customers will be highly satisfied and we will have below 5% dropout rate
- By December 2014, we will have highly satisfied employees and we will have less than 5% turnover rate.
- By December 2014, we will have below 5% skills gap among employees
- By December 2013, we will have world class requisite facilities and materials.
- By December 2014, our internal processes and procedures will be sufficient and efficient.

5.0 KEY ACTION PLANS: IMPLEMENTATION AND RESULTS

Action Plan 1

Establishing Business Processes

- Installing an accounting software
- Developing management guidelines for customers and employee.
- Establishing working capital budget system to ensure monthly salary payments on time

Action Plan 2

Developing and Implementing a Business Expansion Plan

- Improve business networking and introducing new services
- Develop relocation plan i.e. paying off new land and construction of new school premises

5.1 IMPROVEMENT ACTIVITY CHARTER-ACTION PLAN 1

Company Name THE DREAM CENTER (PTY) LTD t/a ACHIEVERS DREAMS ACADEMY	Name of Activity/Project FINANCIAL MANAGEMENT & DIVERSITY
Author: CECILIA GAOLATHE	Project begin: (Jan 2011) Completion: (December 2011)
Other team members: Moipone Kepu, Keneilwe Letshotelo	

What is the current performance/situation that is to be improved?

We have insufficient finances, mainly due to low enrolment (i.e. not enough clients) and debtors arrears. This has resulted in low working capital and delayed payment of creditors.

What outcome is to be achieved? Describe the goal of the improvement activity in a qualitative way.

- Effective budget controls which will allow establishment of financial buffers
- Diversification of sources of income
- Improved established accounting system which will allow us to improve revenue collection, invoice and capture debtors.

- Regular inflow will allow regular payments, stakeholder satisfaction and reduction of debts.

- Improve marketing

Now make the goal SMART:

- By December 2011, we will save P100, 000.000 or 1.5 month working capital

What supportive objectives will contribute to achievement of the above goal? Make them SMART!

- To enroll at least 140 learners by January 2012
- To clear short term loans by 80% December 2011

What approaches or methodologies will you use to achieve the desired state?

Streamline internal processes such as inventory, purchases, payments, cash reconciliation, budgeting controls, pricing and information sharing systems.

How will the improvement activity contribute to the overall achievement of key strategic goal?

- Good data capturing will give us information on finance utilization, availability, creditors and debtors
- Adequate funds will enable us to contribute towards liquidation of debts, improve employee satisfaction (salary increment, incentives and training) and repackaging of services.
- Adequate funds will enable us to facilitate expansion, building at the new location.
- Adequate funds will enable us to diversify sources on income.

Which key strategic goals will significantly impacted?

- Saving P100, 000.00 by December 2011

What cannot be changed?

- Price increase margins, mainly because most of our clients come from lower socio economic backgrounds.

What performance must be maintained?

- Manual data capturing, weekly invoicing while we are updating electronic

PRELIMINARY ACTION PLAN OVERVIEW					
WEEK	ACTIVITY INCL. DATA SOURCE	WHO	Information/ Data Source	Expenses & Re-sources	Status
	Updating Accounting system (Pastel), to 2 users and printing payments	Cecilia Kenielwe	External trainer	7 hours	Pending
	Review and modify the cost structure - financial reporting structures - how to increase revenue / pricing - Cost reduction strategies - budgeting	Cecilia Abbey	Existing records Literature research	Internet 6 hours	Done – restarted – computer crashed & we had no manual backup
	Review and establish: - utilization of assets processes - payroll structures - debt and payment structure	Cecilia Abbey	Existing records Literature research	Internet 6 hours	On going
	Establish expansion and maintenance strategies	Cecilia Abbey	Existing records Literature research	Internet 6 hours	On going
	Develop performance monitoring tools	Cecilia Abbey	Existing records Literature research	Internet 6 hours	

IMPROVEMENT ACTIVITY CHARTER-ACTION PLAN TEAM 2

Company Name THE DREAM CENTER (PTY) LTD t/a ACHIEVERS DREAMS ACADEMY	Name of Activity/Project TEAM WORK FOR EXCELLENCE
Author: CECILIA GAOLATHE Date: 27 JANUARY 2010	Project begin: (19 JANUARY 2009) Completion: (19MAY 2009)
Champion: C. Gaolathe Email: dreamcenter@at-c.co.bw Tel. +267 3929505 Mobile: +267 71785400	Other team members: All staff members Team Leaders: Vusa, Cecilia

What is the current performance/situation that is to be improved?

Now there is openness in terms of expressing challenges among staff members. This has resulted in better customer satisfaction, team approach to learner management, reduction in turn over rate, increased enrolment, reduced sick leave and permission to go out, punctuality and accountability.

What outcome is to be achieved? Describe the goal of the improvement activity in a qualitative way.

We need to improve standard of service delivery and monitoring of performance.

Now make the goal SMART:

By September 2010, we will establish a highly cooperative and motivated team.

What supportive objectives will contribute to achievement of the above goal? Make them SMART!

- By February 2011, 80% of our customers will be highly satisfied and we'll have below 10% dropout rate
- By December 2011, 80% of our employees will be highly satisfied and we will have below 2% turnover rate.
- By December 2011, we will have below 15% skill gap among employees

What approaches or methodologies will you use to achieve the desired state?

- Formation of operational team (e.g. subject committees, sport committee, performance monitoring committee)
- Establishment of processes and procedures of operations
- Incentives for improved employee performance (e.g. salary review / retention packages)

- Peer reviews and team reviews

How will the improvement activity contribute to the overall achievement of key strategic goal?

- It will provide establishments of standards of operations and guidelines in different areas within the institution
- It will provide overall efficiency and effectiveness within the institution
- It will provide a performance monitoring tools

Which key strategic goals will be significantly impacted?

- By 2014, 95% of our customers will be highly satisfied and we will have below 5% dropout rate
- By December 2014 we will have highly satisfied employees and we will have less than 2% turnover rate.
- By December 2014, we will have below 5% skills gap among employees
- By December 2014, we will have world class requisite facilities and materials.
- By December 2014 our internal processes and procedures will be sufficient and efficient.

What cannot be changed?

Labour policies regarding firing employees who are not willing to change their attitudes without spending more.

*What needs to be changed from time to time? 5*250, 50 * 2.5*

What performance must be maintained?

Highly motivated personnel who will be working in unity.

How much will it cost?

P100 000.00. is the estimated budget to be used for incentives, in-service training, travel, stationary

How much will be saved?

To be established. Now looking at qualitative saving such as :

- reduction of disputes among employees,
- reduction of customer complaints
- reduction of negligence

PRELIMINARY ACTION PLAN OVERVIEW

W K	ACTIVITY INCL. DATA SOURCE	WHO	Information/ Data Source	Expenses & Resources	Status
	Review management styles and analyse employee concerns	Cecilia Vusa	Existing Records Literature research	8 hours	Done
	Establish committees - Subjects - Sports	Cecilia Vusa	Experience	1 Hours	Done
	Analyse the curriculum and establish scope of content	Vusa	Curriculum Experience	4 hours	Done
	Review and improve learners performance monitoring tools	Vusa	Curriculum Experience School records Qualified teachers	2 hours	Pending
	Review and improve Teachers performance monitoring tools	Cecilia Vusa	School Records Qualified teachers	8 hours	Pending
	Implementing of performance monitoring tools and updating records.	Cecilia Vusa	School Records Qualified teachers	8 hours	Pending

W K	ACTIVITY INCL. DATA SOURCE	WHO	Info./ Data Source	Expenses & Resources	Status
	Learners performance review. <ul style="list-style-type: none"> daily records monthly tests termly tests Individual education plans (IEP) 	Vusa	Subject Committee Experience	<u>9 hours /month</u> Subject review – every 2 weeks (3 hours) Snr Teacher reviews: once a month (3 hours) IEP reviews: once a month (3)	On going
	Teachers performance reviews <ul style="list-style-type: none"> Schemes Lesson plans Sit in observations Content coverage 	Cecilia Vusa	Experience	<u>21 hours / month</u> Schemes- ever 2 weeks (2 hour) Lesson plans - once a months (2 hour) Sit in – random (15 hours) Content Coverage (2 hours)	Done. Sit in observations pending
	Establish feedback giving schedules to parents <ul style="list-style-type: none"> Open day Diary End of term reports 	Vusa	All staff Existing records Computers, printer, stationary	P10 000.00 3 weeks (or 120 hours)	Done
	Establish feedback giving schedules to teachers <ul style="list-style-type: none"> Log books Circular Meetings Duty Roster 	Vusa Cecilia	All staff Existing records Computers, printer, stationary	P1 000.00 12 hours	Done

6.0 Impact of Intervention

6.1 Scale of impact

Concrete Outcomes Achieved:

- Successful integration of 20 learners to different mainstream education schools.
- Obtained a 100% pass at Standard 7 in 2010 and 75 % pass in 2009
- Creation of employment for 2 individuals with deafness
- Provision of sheltered employment for 4 individuals with mental retardation.
- Provision of full and or partial scholarships to eleven (11) under privileged youths

6.2 Income generation and job creation

Additional income my action plans helped to generate: BWP 400,000.00

Describe the way forward for your company as you see it in the coming years.

It will be the institution of choice among people with special needs. I see the business growing into a regional center enrolling people from outside Botswana in particular those neighbouring Botswana.

7.0 WAY FORWARD

7.1 Short, medium and long term view

The role of innovation in the way we do business will be:

- It is a tool to improve lives of children or people with special needs e.g. increase access to literacy
- Enhances organisation growth e.g. can plan for decentralisation.
- Enhances competitive advantage
- Empowerment of citizens will enables us to localise some post and reduce dependence of expatriate expertise.

8.0 LEARNING POINTS

The main things entrepreneurs and educators can learn from your experience include:

- Setting up business trends and strategies works
- Strategic Leadership is key to business success- Leadership needs negotiation

skills to penetrate the market and expand the business e.g. securing land.

- Ability to effectively market the business is key to its growth.
- Diversification of resources are necessary to fuel the business e.g. transport and tuckshop
- Need to leave room for human error in terms of resistance to change
- Know when to delegate and when to take responsibility (e.g. visionary should drive culture change).

How education and training better support the success of entrepreneurs?

The business is like a living organism, it continuously grows. Continued education and training enables the entrepreneur to keep abreast with innovation and trends, it keeps entrepreneur better informed and networked.

HD Consulting / Mirelle Parsons-Matiwaza

Bulawayo, Zimbabwe

Prepared by Mirelle Parsons-Matiwaza, MD

1. INTRODUCTION

1.1 Introduction to the company

HD Consulting (Pvt) Limited is a Zimbabwean company based in Bulawayo. It was founded in 2010 by an aspiring entrepreneur who saw a gap in peoples' thinking, people had aspirations, but no plans to achieve them. HD has one full time employee (me) and one part time employee that is contracted on need basis.

1.2 Overview of the countries in which the company does business

The company primarily operates in Bulawayo, Zimbabwe.

Zimbabwe is a land locked country and is strategically positioned within the hub of Sub Sahara Africa with trade routes running through her borders. Zimbabwe enjoys relative political stability with a multi party government of National Unity in place. Zimbabwe is on the road to economic stability after a decade of economic downturn that triggered serious economic and social degradation.

Zimbabwe boasts an array of natural resources and minerals and has a high literacy rate, thereby making Zimbabwe a prime investors hub and an economy ready to take off and compete on the global market.

2. STRATEGIC FRAMEWORK

2.1 Vision

To be recognised as having inspired generations of successful entrepreneurs in the region.

2.2 Mission:

We empower young people to unlock their potential, start their enterprise and thereby realise their dreams.

2.3 Values

- Responsibility and accountability
- Excellence
- Integrity
- Inspiration

- Teamwork

2.4 Our Key Stakeholders

- Shareholders/Directors
- Employees
- Customers
- Suppliers and service providers
- Financial Institutions
- Government

3. PEST & SWOT

3.1 PEST

Political Factors:

- The Government of a country is charged with the creation of stable framework for business activity and promoting a high level of certainty in the business environment. They achieve this through economic policies that entice business. *However* the recently gazette indigenization policy puts into law the transfer of 51% shareholding of foreign owned firms towards indigenous shareholding. This may be considered noble but this law has largely received a negative reaction from the business community and potential investors.
- This has created a high level of uncertainty in the business environment as there has been no coherency and transparency surrounding this law this has resulted in low business confidence.
- The legal framework is not robust and is open to manipulation with laws being applied selectively.
- As Intellectual property is being threatened by unclear government policies on the subject companies are skeptical moving forward and not keen to realign themselves strategically as they adopt a "wait and see attitude".

Economic Factors:

- Due to the decade long economic downturn, economic recovery has been slow. After the introduction of the multi currency system; still in place, recorded levels of growth were artificial, in the sense that recoveries recorded in real terms were

exaggerated but as time has passed and the excitement around the multi-currency system gave way to realism companies have had to readdress certain policies and frameworks within which they were operating under.

- This has resulted in the closure of factories and loss of jobs and in some instances due to the “wait and see attitude” employees go unpaid for months.
- The financial market is still lacking adequate lending capacity resulting in low capacity utilization in most economic sectors thus contributing further to the high unemployment rate.
- There has been a huge brain drain and this has resulted in a low skills base and a largely inexperienced workforce in the market.
- Government involvement in the economy has not aided recovery in a positive way; this includes the setting of prices and stifling tariffs and levies. They have also not put in place adequate policies that protect locally produced products thus a flooding in the market of cheaper low standard goods from across the borders.
- Taxation is also very high and excessive.
- The infrastructure is fair and sound, however, some are in need of repair.
- Investor confidence is still low due to past experience and incoherent policies in place such as the Indigenization Bill
- Exchange rates are favorable due to multicurrency environment.
- The economic outlook is promising as certain sectors of the economy i.e. mining, agriculture, tourism and the service industries are set to help contribute significantly to the country's GDP

Inflation has been relatively stable,

Sociocultural Factors:

- The level of education is currently at 92%, the highest in Africa
- Consumers have little disposable income thus the increase and interest in entrepreneurial thinking. There is an eagerness to run and own a business and this follows popular trends and is dependent on the business of the time.

- Language plays a significant impact on the distribution and diffusion of products onto the market.
- The population has been decimated by effects of economic refugees and the adverse effect of HIV/AIDS.
- The average life span of an adult has been reduced to forty (40) years of age
- The older generation is generally poor as many lost their savings and pension funds in the decade long economic downturn that saw an erosion of their savings and pension funds.
- Labor and social mobility is improving and life style is changing given the improvements in standards of living

Technological Factors:

- Technological advancement has improved the quality and types of services available to consumers
- It has also helped improve channels of service delivery.
- Government has embarked on deliberate policies especially in ICT and research spending through high allocations from the budget.
- Innovative products and services such as internet banking, new generation mobile phones and internet communication are offering consumers and business more options.
- Communicating via internet and e-mails has improved our supplier and customer relations.
- Growth in internet usage has also helped lower advertising costs and the uses of social networking sites has helped market and generate more efficient and effective advertising and products.

3.2 SWOT

STRENGTHS (competitive advantage) Smart Partnerships Relatively small workforce who are highly trained with reputable agencies	WEAKNESSES (competitive disadvantages) Inadequate training space, always need to rent/hire Lack of market confidence
OPPORTUNITIES (events/trends offering opportunities) Smart Partnerships – J2Ex Untapped markets/SMEs New mining bill that has afforded more mines to be opened by locals	THREATS (events/trends creating obstacles) Political instability – lack of credit lines/ investments Competition has better product offering Low capitalization of the industry

4. KEY STRATEGIC GOALS

1. By Dec 2010, we will have well managed processes in place.
2. By June 2011, we will be well established in the domestic market as a first class trainer of young entrepreneurs.
3. By June 2011, we will have established appropriate SMART partnerships with sponsors and experts
4. By Dec 2012, we will have developed a team that would provide training on entrepreneurial development programs and have 90% of our customers start and run sustainable businesses.
5. By Dec 2012 we would have a turnover of R20 000

5.0 KEY ACTION PLANS: IMPLEMENTATION AND RESULTS

Give a short overview of the two (at most three) improvement activities the Company addressed as a result of Journey to Excellence Program intervention.

5.1 Goal 1: By June 2011, we would be well established in the domestic market as a first class trainer of young entrepreneurs.

5.1.1 Action Plan

- To improve sales volumes and gain market confidence, HDC had to address and improve on marketing strategies.

5.1.2 Implementation

- This was had been achieved through the use of electronic marketing slides showcasing HDC products and services
- Company stationary had also been designed and a new logo to be put on all outgoing correspondence by HDC
- Business cards and fliers had to be designed and distributed
- Advertise training workshops through social networks like face book, twitter
- Form SMART partnerships with more established management training businesses and high schools and form synergies.

Person for action: Mirelle

5.1.3 Results

Market confidence has improved slightly in Bulawayo. Although most companies, schools and individuals approached for training are keen, the financial situation in the country has hampered more training workshops as some companies and individuals do not have enough disposable income to invest in training at present. There is also a “wait and see attitude” prevailing in the Bulawayo business community at present.

6.0 IMPACT OF INTERVENTION

6.1 Scale of impact

11 firms have benefited from the implementation of our action plan as HD organised 3 *Take Charge of your Business!* workshops that empowered them with tools essential in introducing a strategic framework to their businesses, and 33 young and middle aged people have benefited through the organisation and facilitation of *Take charge of Your Life!* workshops

6.2 Income generation and job creation

Indirectly HD has helped create employment for people now attached to these firms as well as for some young people who had been empowered by introducing a strategic framework to their lives.

7.0 WAY FORWARD

7.1 Short, medium and long term view

I have noted with concern that many companies and individuals are cash strapped and are still in survival mode with some having adopted a “wait and see attitude” resulting in little value being placed on training services thus making the services we offer difficult to buy into.

Our high level of literacy exacerbates this thinking with the attitude that “I have been to higher tertiary what more could I possibly learn that I don’t already know”

Unfortunately the school system sells us short as we are only taught in principle with

very little implementation skills passed on. I believe that in the long term, I must approach our Ministry of Education to see if a service training such as *TCYL* curricula be introduced into the curriculum at Advanced Level and university or college standard to help equip the future entrepreneurs and employees with implementation skills.

In the medium term, I will work with willing private schools and colleges for *TCYL* services and banking organizations as well as Chambers to introduce *TCYB* and higher level training and mentorship programs to their clients and members; whom we will then encourage to conduct *TCYL* workshops for their employees and sell the idea of the *Journey to Excellence* training and affiliated services to their key suppliers and consumers were applicable.

8.0 LEARNING POINTS

What are the main things entrepreneurs and educators can learn from your experience?

I believe that they can learn that sometimes in order to realise your dream and become an entrepreneur you don't always need a very high cash injection or an MBA.

HD has grown from just an aspiration into a service provider that has impacted 33 families and not counting the number of families from the households employed by the 11 firms. In the last year through my experience of starting the enterprise I have been taught the value of making money and making money work for you. I have also been taught the value of time management and planning. It is unfortunate that the education system does not have a real life lesson on this. The system states that in order for you to become successful and achieve your aspirations you must hold an MBA, whilst it is not a bad thing that MBA can not teach you the real value of aspiring and succeeding in your pursuit of your aspiration.

How could education and training better support the success of entrepreneurs?

I believe that the inclusion of training and mentoring programs such as the services offered by SAFRI through the J2Ex or tailoring education to prepare a student for "*out of the box thinking*" and "*how to move from having knowledge to applying it*" in the school curricula at advanced levels would better support the success of entrepreneurs.

There is a gap between knowledge and the implementation of that knowledge perhaps the tool kit provided through the services such as those offered by SAFRI can help address and close that gap.

Pattaf Technologies (Pty) Ltd t/a

Pattaf Logistics

Bulawayo, Zimbabwe

Prepared by Morgan Chisiri and edited by Mirelle Parsons-Matiwaza

1. INTRODUCTION

1.1 Introduction to the company

Pattaf Technologies (Pvt) Ltd t/a PATTAF LOGISTICS (hereinafter referred to as **PATTAF LOGISTICS**) is a registered wholly owned Zimbabwean company based in Bulawayo established in 2005 to provide the missing link in the provision of effective freight and logistics solutions to industry in Zimbabwe. We provide local road transport services and regional cross-border road transport services, customs clearing, and consultancy, commodity trading & procurement. The company fully understands the dynamics of industry and is moving with the business beyond the position of providing the basics and excelling at providing real and measurable value to our customers so that we become permanent business partners.

PATTAF LOGISTICS is a registered Customs Clearing Agent with the Zimbabwe Revenue Authority (ZIMRA) and provides imports & exports customs clearing and consultancy services.

At **PATTAF LOGISTICS**, we believe in creative solutions to customer needs based on efficient management of innovation centred on the customer. In this context, the company has adopted collaborative and mutually beneficial strategies that are crafted around productive interactions with players in the industry in order to build and sustain profitable and beneficial relationships.

PATTAF LOGISTICS focuses on speedy and timeous delivery to meet customers' requirements. We generate synergies with reputable manufacturers of goods and commodity suppliers in the industrial, mining, engineering, agricultural, and manufacturing sectors. Our flexible and innovative strategies are designed to harness the huge capabilities and offer competitive prices. Our seasoned and dedicated logistics resources will guarantee delivery of the required goods within the agreed timeframes to meet deadlines.

1.2 Overview of the countries in which the company does business

At Pattaf Logistics, we specialise in local road transport services within Zimbabwe, cross border road transport services from Zimbabwe into and out of the SADC Region, and customs clearing into and out of Zimbabwe. We also do international freight forwarding by air, sea, and multimodal (rail/sea, road/sea).

2. STRATEGIC FRAMEWORK

2.1 Vision

To be a recognised world-class link between Africa and the World



MD Morgan Chisiri with his company's new truck

2.2 Mission

We delight our customers with seamless, tailor-made, and unique freight & logistics solutions

2.3 Values

- Creative & Innovative – we strive to make and do business better
- Effectiveness & Efficiency – doing the job right and well
- Ethical Practices – maintaining high moral & ethical business standards
- Teamwork – build a team that works together to accomplish the stated goals of the company
- Corporate Social Responsibility – we are good corporate citizens in the area where we are active

2.4 Below is a list of the company's stakeholders

- Shareholders – have put the company up and need to realise their return on investment
- Transporters – these have supported the company from inception and provided the much needed support in the delivery of customer goods

- Government – through legislation and regulation, taxes
- Family – for social and moral support
- Customers – timely delivery of their goods which would translate to repeat business and payments
- Employees – the day to day running of the organisation is in the hands of the employees and these are the people responsible for the organisation's strategy implementation
- Financial Institutions – Banks for financial support and advice
- Freight Agents – for effective delivery of customer goods within and outside Zimbabwe
- Competitors – help the organisation bench-mark our service and helps us improve in our service delivery

These stakeholders have helped us mould this company to where it is today.

3. PEST & SWOT

3.1 PEST

These factors have got an impact on our operations as we do not operate in a vacuum. Below is the summary of the effects of the PEST factors to our organisation.

3.1.1 POLITICAL

The political environment is currently looking stable with the current government of national unity which has helped in the normalization of trade within and with the outside world. Although this has come at a time when most industries had been badly affected, the environment allows for rebuilding and one can plan for short to medium term.

This situation gives the company an opportunity to explore new business with the mines.

3.1.2 ECONOMICAL

Availability of affordable finance on the market is limited due to liquidity crisis in the country. The dollarization of the economy in the beginning of 2009 has helped in the stability of the economy. Zimbabwe had been affected by shortage of foreign currency to fund the much needed raw materials for industry.

The liquidity crisis in the economy is making the operating environment very difficult as our clients are not liquid enough to pay us on the agreed credit terms which at times stretch to beyond 90 days.

3.1.3 SOCIO-CULTURAL FACTORS

Zimbabwe has a high literacy rate and the population can easily adapt with any changes

that may come to the country. With the HIV prevalence, the country has adapted measures to stop the spread of the HIV virus. There is skilled labour readily available within the country as there have been a lot of people who have been released from the tertiary institution and universities. For our industry, tertiary institutions are running programmes in management, logistics, procurement, transport economics, among other areas.

Pattaf has a very lean structure and the people employed are still very few. The company has not yet had any direct negative effect in as far as socio-cultural factors are concerned. As the company is gearing for growth, we will have to put in place policies that will tackle the effects of socio-cultural factors especially HIV/AIDS Policy, and staff development & training.

3.1.4 TECHNOLOGICAL FACTORS

There is significant technological improvement in Zimbabwe with the coming of the latest communication technology which has helped with the development of real-time banking and internet access. The deregulation of this sector has seen the coming in of a number of players which has helped with the reduction of tariffs in IT development. Although our nation still lags behind as compared to other countries in the region, the level at which we are progressing is fast and we are optimistic that we will get there.

An improvement in technology has helped the organisation in the processing of customer documents, mailing of documents, and the timeous receipt of payments whenever customers make transfers. When we make payments to our service providers, there is no need to carry large amounts of cash but we can simply make payments at the click of a button!

3.2 SWOT

3.2.1 STRENGTHS

- The company has got a good regional network of service providers and agents which enables us offer our customers with a seamless service
- We have the skills required for the trade to compete in the marketplace
- Lean structure, quick decision making
- Strong partnerships and good relationships

3.2.2 WEAKNESSES

- Facilities – no warehouse facilities available to offer all inclusive service
- Cash-flow challenges – due to liquidity crisis on the market, customers are delaying in paying for work done thereby straining our capacity to grow the business

- Reliance on third-parties for service delivery. As a freight agent, most of our business we get from acting as a broker between the customer and the carriers. At times, the carriers would go behind our back and grab the business away from us.
- We do not have online system to facilitate real-time tracking (satellite tracking on vehicles) as this comes at a very high cost

3.2.3 OPPORTUNITIES

- Growth in the mining sector as there will be movement of imports & exports
- Poor rail network
- Dollarization of the economy
- Rise in the importation of commodities
- Growth in the Agriculture sector
- Companies closing down due to operational challenges

3.2.4 THREATS

- Lack of adequate funding from financial institutions
- Economic policies which hinder expansion such as the indigenisation policy which sent shivers through all industries with some foreign owned companies scaling down their operations thereby affecting the volume of goods that are available for transportation
- Political situation
- Closing down of manufacturing firms

4. KEY STRATEGIC GOALS

- To establish representation in all SADC countries by Dec 2013
- To maintain customer satisfaction levels at 80%, with 70% repeat business by Dec 2013
- Achieve annual turnover of USD 1million with return on investment (ROI) of 25% by Dec 2015

5.0 KEY ACTION PLANS: IMPLEMENTATION AND RESULTS

The Journey to Excellence Program has helped me identify areas of weakness that hindered in my business expansion

- Lack of vision & mission for the organisation – we formulated the vision, mis-

sion, and core values of the organisation to help us

- Importance of planning in business

The company has managed to address the issues involving the vision of the company, the mission, and core values that model the organisation.

5.1 Action Plan 1:

5.1.1 Action Plan – Goal No. 1

The company is in the process of acquiring a fleet of trucks to boost the existing one. We are looking forward to being involved in the haulage of coal and ores Zimbabwean mines. In order for the company to achieve this, we need to purchase tipper trucks that we will put on long-term contracts with the mines.

5.1.2 Implementation

The initial stage was not difficult to implement as the structure is small and easy to manage, hence decisions were not time consuming.

This has seen an increase in the demand for our services as we are now doing more deliveries than before.

5.2.1 Action Plan – Goal No. 2

Spreading our wings into the region has been hampered by the decline in exports from Zimbabwe. Our plan to go into the region was based on the volume of exports as we had geared to participate with the exporters in their exports.

5.2.2 Implementation

Due to the decline in exports, our goal has been slightly shifted as there are not enough exports from our region into the neighbouring countries.

6.0 IMPACT OF INTERVENTION

6.1 Scale of impact

This implementation of our action plans has greatly improved our service to clients which in turn increased our turnover. This has seen us purchasing some more trucks and a trailer

The improvement in our business has seen the company being able to partner with the community in rural Bikita in Masvingo Province. On 28 May 2011, we managed to make a donation of blankets and laundry soap to 230 rural primary school pupils between the ages of 5 and 7 years.

6.2 Income generation and job creation

Turnover for the year 2010 rose from 2009 figure of USD 368,086.76 to USD

490,933.24 which translates to percentage increase in Turnover of 33.3%.

There has been no significant increases in jobs created due to the closing down of the office in Beitbridge. We have employed an additional 4 personnel for the trucking side. A heavy duty driver, 2 workshop personnel, and a secretary/receptionist. We have potential to employ more as we continue to implement our action plan from the TCYB Workshop.

7.0 WAY FORWARD

7.1 Short, medium and long term view

The way forward for Pattaf Logistics in the short term is to roll out more service vehicles and add on to our competitive advantage. Pattaf Logistics has to remain focused and offer more dynamism, flexibility, and understanding of the business of our clients.

In the medium term, the company seeks to re-open the operations in Beitbridge border post with a vision that will be incorporated into the main vision of the company, with committed and dedicated staff.

The Role of Innovation in Business:

It is not business as usual as you may miss out on the changes that continue to affect the operating environment. It is important for business people to be innovative in the way they do business in order to remain competitive in the market place.

At **PATTAF LOGISTICS**, we believe in creative solutions to customer needs based on efficient management of innovation centred on the customer. In this context, the company has adopted collaborative and mutually beneficial strategies that are crafted around productive interactions with players in the industry in order to build and sustain relationships that are profitable and beneficial.

The company will look at each and every movement in the market and change the marketing strategy in line with market forces. This may mean that the company will look at rebranding in line with market demands and the direction the company will be taking, and change the company image.

8.0 LEARNING POINTS

Things entrepreneurs and educators can learn from my experience:

I have grown my business from personal resources. Having been employed in the freight industry for 13 years and logistics & distribution for 3 years, I felt an urge to start my own business with little resources available but was determined to move on despite challenges faced by new entrants into the field. To gain customer confidence in handling their goods is a daunting task. I have developed relationships with customers and service providers that at first they were sympathetic with me that they were doing it just to keep me going. I had to prove my worth in order for them to have confidence in my ability and capacity to serve them.

Passion was the driving force behind my success. Whatever I do, I do with the personal feeling of the importance of the job. Whatever I do for the clients, I do as if it were my personal transaction I am handling!

How education & training can better support the success of entrepreneurs:

Education helps entrepreneurs discover things that they may not have come across as they do business. It helps them grow in person as the business grows. It helps business people focus and be able to assess progress in their business. You will be equipped with all the necessary tools you may require to plan and give direction to your business.

Premier Gaskets (Pvt) Ltd

Bulawayo, Zimbabwe

Prepared by Divine Dube and edited by Mirelle Parsons-Matiwaza

Workshop attended recently by management team: *Take Charge of Your Business!*

Premier Gaskets was recognised a number of years ago within the framework of the Juergen E. Schrempp - SAFRI Award for Excellence competition. MD Themba Nkomo attended his first SAFRI workshop in 1998.

1. INTRODUCTION

1.1 Introduction to the company

Premier Gaskets (Pvt) Limited is a Zimbabwean company with a factory in Bulawayo and a Sales distribution office in Harare. The company was acquired from the Payen group of companies in 1998 and is now a member of the Gaskets and Cuttings International group. The staff compliment is comprised of four Managers and twenty staff members in the factory and offices. Our strengths are that we have the appropriate technology, skilled labour force, ability to make customised gaskets and our brand is well recognized.

1.2 Overview of the countries in which the company does business

We are currently operating in Zimbabwe, where the political environment is not stable at the moment. The market is now flooded with cheap imports due to the lack of government policies to protect local industries. With proper government policies in place business could improve significantly.

2. Strategic Framework

2.1 Vision

Premier Gaskets is to remain the dominant manufacturer and distributor of quality automotive and industrial gaskets in the region.

2.2 Mission

We supply all gaskets for after sales warranty vehicles.

2.3 Values

- Adaptability: Flat organisation structure, with the optimum number of people employed to respond effectively to customer needs.
- Continuous Improvement: To instill a culture of never ending improvement amongst all Premier Gaskets employees.



MD Themba Nkomo regularly makes special presentations to Journey to Excellence workshops on the subject of values in life and business.

- Innovation: The skill to imitate and develop ideas and adapt them for the local conditions.
- Customer service: To provide all round exceptional service as perceived by our customers and End users.
- Competiveness: Evaluate and enhance performance areas.
- Integrity: We always adhere to the highest moral standards.

2.4 The stakeholders in our business:

- Shareholders/Directors
- Employees
- Customers
- Suppliers
- Financial Institutions

- Government
- Service Providers-utilities
- City of Bulawayo

3. PEST & SWOT

3.1 PEST

Political Factors:

- Political environment is not stable as there are disagreements in the G.N.U and the pending elections.
- The duty on imported materials is too high.
- Environment protection and regulation laws are in place but are not enforced due to corruption and lack of adequate staffing.

Economic Factors:

- Interest rates are too high.
- Inflation rates are not stable.
- The unemployment rate is very high and there are no policies in place to reduce high rate of unemployment.
- The workforce is very highly skilled but there has been too brain drain due to lack of proper remuneration.
- The financial market is still lacking the lending capacity.
- The infrastructure is deteriorating-roads, buildings and electricity-load shedding.
- Consumer confidence is very low due to the economic instability.
- Taxation is also very high and excessive.
- Economic outlook is bleak few investors at the moment.
- Other-Lack of cash hence not much disposable income.

Sociocultural Factors:

- There are a lot of entrepreneurs and the education levels are very high.
- Language-it plays a significant role and can impact on the distribution of products.

Technological Factors:

- Communicating via internet and e-mails has improved our supplier and customer relations.

3.2 SWOT

Strengths:

- Well recognized brand
- Skilled labour force
- Appropriate technology
- Ability to make customised gaskets

Weaknesses:

- Weak distribution network
- Lack of financial resources
- Long lead times
- Insufficient working capital
- Ageing workforce
- Ageing tools
- High production costs
- Low staff motivation

Opportunities:

- The sets market
- Exports into Zambia, Mozambique, Malawi
- Industrial gasket market
- Spiral wound gasket market
- Sourcing of Cheaper Raw material & finished gaskets imports
- Joint Venture opportunity with foreign partner

Threats:

- Statutory Instrument 154 of 2010.(bans the imports on used vehicles that are

more than 5 years old)

- Imports, especially from the Far East
- Small local manufacturers for one-offs
- Weak product demand
- Market illiquidity promoting cheap product
- Political Instability
- Looming asbestos ban

4. Key Strategic Goals

- By December 2012 we want our profit to be 10% of a turnover of \$50,000.00.
- By June 2012 we should have a highly motivated workforce. We want to be an employer of choice with good benefits and training.
- By June 2012 our lead time should be improved by 50%.
- To replace 40% of old tools by December 2012.

5.0 KEY Action Plans: Implementation and Results

5.1 Action Plan 1: LOW SALES VOLUMES

5.1.1 Action Plan

Due to the fact that we are unable to meet our targets due to low sales, this action plan will seek to extensively market the product locally, and penetrate the regional markets and import finished goods. This will not only improve on our lead time turnaround, increasing our customer satisfaction and profitability. Our team members include Mdu, Shupiwe, Maureen, Bheki and Divine as the team champion.

Our data sources will be newspapers, electronic media, competitor analysis etc. All activities will be done and reviewed quarterly, depending on the activity being implemented. Financing will be done from the sales generated at that particular time.

5.1.2 Implementation

Whilst implementing our plans there were some challenges initially. There was resistance to some of the plans whilst the others were accepted without any problems. The implementation of the plans went as expected, but the desired results, especially on increased sales volumes, have still not been achieved. As a company we have looked at sourcing better and importing finished products that will be sold at affordable prices. The cash crisis currently affecting the country is our biggest challenge as the disposable incomes are very low. These challenges can only be overcome once the financial situation in the country improves. We believe the strategies in place are the most logical

ways to move the company forward in these difficult circumstances.

5.1.3 Results

The action plans in place have generated a lot of interest from all team players. Initially there were some teething problems but now everybody is involved and eager to see the results of our plans. The desired results with reference to increased sales have not been achieved due to the cash crisis in the country, but the plans will see us survive the harsh economic environment.

6.0 Impact of Intervention

6.1 Scale of impact

Unfortunately due to the economic challenges that we are currently facing, not many more firms and households locally have benefitted—with the exception of new employee (and family).

6.2 Income generation and job creation

The action plans have reduced our production costs by about 20%, hence saving us about \$3,000.00 on production costs. One person was hired during the implementation of our action plans.

7.0 Way Forward

7.1 Short, medium and long term view

Economic activity in most parts of the country is decreasing with most sectors operating at between 5% and 7% capacity because of lack financial resources and no market for products—as most products are now being imported. Coupled with the unstable political environment and lack of policies to protect local industry, we face big challenges. We are, however, optimistic that our well recognized brand, appropriate technology, ability to make customised gaskets and the retention of a skilled labour force and sound management team will see us through all these challenges.

Sand Sledge Business Services

Gaborone, Botswana

Author: Colet Ncube, Managing Consultant

Type of workshop attended: *Take Charge of Your Business!* and *Strategic Alignment*

Since we embarked on the *Journey to Excellence* in 2008, two workshops were attended namely: the 3 day *Strategic Alignment* and also the 3 day *Take Charge of your Business!* workshops.

The participating company is called Sand Sledge (Pty) Ltd trading as Sand Sledge Business Services (SSBS in short). It was represented by Colet Ncube, the company Managing Consultant.

The journey started in the fourth quarter of 2008 by attending a 3 day *Strategic Alignment* workshop at the GICC in Gaborone, Botswana. In the first quarter of 2009 Mapili GmbH through SADC-DFRC and the local DFIs organised a *Take Charge of your Business!* workshop in Palapye Botswana where I facilitated as mentor-in-training (MiT). At the end of the Palapye workshop, Pilane Filling Station, a Mentee Organisation (MO) represented by H. Snowy Rampa was allocated to us. On May 21, 2009 our Handbook for the “J2Ex Mentoring Program” was signed off by Nina Mapili, MD of Mapili GmbH, and CEDA, the DFI responsible for the MO, Pilane Filling Station.

Description of company at time of participation in the workshop

Sand Sledge (Pty) Ltd t/a Sand Sledge Business Services (SSBS) was incorporated in 2003. The operations started in January of 2005 and operated for three months to March 2005. During these three months SSBS was only offering two services i.e. business plans preparation and mentoring. From April 2005 to January 2006 SSBS was contracted on a full time basis to provide management services to Peo Venture Capital, a De Beers and Debswana citizen empowerment initiative. In 2006 SSBS added Payroll Services to its portfolio of services. From January 2007 to June 2007 SSBS was once more contracted on a full time basis to provide management services to Peo Venture Capital. In 2008 SSBS was registered by BOTA (www.bota.org.bw) and got training courses accredited and embarked on the *Journey to Excellence*. In 2009 SSBS received its ISO 9001:2008 Certification. (www.bobstandards.bw)

Though the company has remained local it has grown from the original two employees to five permanent employees and 2 full time part time trainers.

Initially SSBS focused on providing services to the mining industry. This industry was hugely affected by the global recession. This was a serious challenge to us as we had to identify new income streams. Our income has stabilised between €10,001 – €50,000

There are possibilities of doing business in South Africa especially in the north and north western regions which are far to be serviced from Johannesburg yet near enough to be serviced from Gaborone. Our challenge is to identify a partner in South Africa to collabo-

rate with.

Vision

To be recognized as a leading business training and consulting firm in Botswana and in the region.

Mission

To achieve a sustainable profitable growth by offering quality assured services using quality assured systems.

Quality Policy Statement

To maintain a QMS complying with international standard ISO9001: 2008

Critical Success Factors

- Profitability
- Customer satisfaction
- Optimal Capacity (HR requirements)

Our most important goals

Based on our vision to be recognized as leading business training and consultancy firm by 2011 and the identified Critical Success Factors, the following Key Strategic Goals were set:

- Increase capacity by 1 more person by 2011
- Achievement of a profitability of P200k by 2011.
- Attain a customer satisfaction level of 95% by 2010

What did you do as a result of the workshop? Describe action plan(s) implemented.

After the workshop knowledge from the workshop was shared with the team culminating in setting up and implementing team action plans

These KSG were further refined to the following SMART Objectives.

- To increase customer satisfaction from 75% to 90% by June 2011
- To increase capacity by 1 more person by December 2011
- Increase profit from €132916k to €21097k by December 2011

Measuring instruments were developed and are currently in use:

1. Balance Score Card: This instrument is used for strategy implementation and corporate performance

2. servqual Instrument: This instrument is used to measure the performance of the workshop facilitators and also the relevance of the workshop itself. At the end of each training/workshop the facilitator and the course relevance is measured and the results shared with the client.

The other action plan was to quality assure our systems for the purpose of focusing on customer services. A quality assurance statement was formulated and adopted. The quality policy required setting up a quality management system that is compliant to ISO 9001:2008. This was achieved in 2009.

The objective was to recruit two BOTA Accredited trainers. Because of the size of our operations, it was decided that in order to close this gap SSBS should adopt a network Organisational structure. This was to be achieved through forming associations.

What concrete outcomes were achieved as a result of your actions?

As a result of adopting the networked organisation structure, SSBS is able to train at three sites simultaneously and thus taking advantage of opportunities presented by the training levy.

As a result of attaining ISO certification SSBS has managed to penetrate the government market winning short term contracts with government to the tune of €26300 over a four months period. In Botswana Government is the biggest consumer of locally produced goods and services.

Staff compliment has increased by two fulltime part time lecturers and one permanent employee.

Describe the way forward for your company as you see it in the coming years.

SSBS is now recognised as a regional player having sufficient and sound local experience. This was evidenced by our invitation to tender and subsequent short listing by The Centre for Development of Enterprises (CDE) (www.cde.int) to act as an intermediary organisation expert in marketing for their regional office in Southern Africa. The feedback from CDE was that SSBS fell short of the tender on the basis of lack of international experience. We are in the process of identifying a partner who will expose us to international experience. The Cape Town Conference will provide SSBS with an opportunity to net work and possibly identify a strategic partner.

What role will innovation play in the way you do business?

To SSBS innovation implies the introduction of new products and services that will contribute towards a sustainable profitable growth of the company. SSBS has approached different youth development agencies with a package for training and after training follow up. This is a gradual build up to the introduction of mentoring programs in these organisations. A program like take charge of your business will be a good product to use in launching a mentorship scheme especially for government youth sponsored programmes.

What are the main things entrepreneurs and educators can learn from your experience?

The biggest lesson for both entrepreneurs and educators is that excellence is not an event but a journey and a way of live thereafter. This new way of live calls for resilience as it implies the change of attitude and the adoption of new values and codes of discipline.

How could education and training better support the success of entrepreneurs?

The education system in Botswana was geared towards producing civil servants for the government of Botswana. As such, the first generation of business people in Botswana were retirees from the civil service. Some of these businesses, which were established around cattle farming and the supply of goods and services to government, managed to attain sustainable growth for a number of reasons including, but not limited to, lack of competition.

In subsequent years, the revenue from the mining industry was invested in the tertiary education for the younger citizens. The economy became liberalised and global. However, the tertiary institutions did not respond to the needs of the new economy but continued to produce for the market graduates whose degrees were becoming irrelevant to the economy. The market place is now flooded with graduates who are not employable.

We believe final year students, irrespective of the discipline of study, should receive relevant and appropriate entrepreneurial skills training for both local and international markets. Such training will empower potential / latent entrepreneurs and intrapreneurs to perform better.

SADC Development Finance Resource Centre's Mentoring Program

(Abstract; Case Study still to be completed)

Author: Joe Nyamunda:

Type of workshops attended: *Take Charge of Your Business!* and *Strategic Alignment*.

The workshops were held within the framework of the SADC DFRC Mentoring Program- Training of mentors from SADC countries.

Fifteen MiTs and Twenty SMEs participated in J2Ex workshops under the DFRC Mentoring Program in Botswana.

Workshop dates, venue, (nearest) city, country:

i) Strategic Alignment for Mentors-in-Training (MiTs), December 2008, Gaborone, Botswana

ii) Take Charge of Your Business for SMEs (mentees), January & March 2009, Palapye, Botswana.

SADC Development Finance Resource Centre background information - Mandate and Mission

The SADC-DFRC was established in July 2003. It is collectively "owned" by the SADC-Development Finance Institutions Network whose membership currently stands at 27. Initially established under a Memorandum of Agreement in May 2002, with the ratification of the SADC Finance and Investment Protocol (FIP) in 2008, the DFI Network and its DFRC became full protocol-based SADC Institutions.

The organisation's mission is to provide capacity building, policy research and advisory services in development finance to the SADC DFIs and Governments - thereby contributing to SADC's goals of economic growth and sustainable development.

A total of 15 MiTs participated in the Strategic Alignment workshop in Botswana with approximately 20 SMEs participating in *Take Charge of Your Business!* workshops. The Case Study will look at the results/success of MiTs in implementing Action Plans for their own companies and also focus on results achieved by mentees-results, that is of SME companies that participated in implementing their Action Plans.

The Case Study will show that under a carefully planned program the J2Ex program provides a good framework for developing local mentors and also provides a sustainable program for developing a viable SME sector in the region.

As a development finance sector-based institution, the DFRC's primary objective is to reposition national development finance institutions (DFIs) in the region as critical

agents of development.

Thus, through technical and capacity building support, as well as policy research and advisory services, the DFRC ensures that DFIs have the necessary capacity and that they operate in a conducive policy and regulatory environment. This is a prerequisite for the effective mobilisation of resources for investment in key areas with the potential to stimulate growth, generate employment and alleviate poverty, in line with the objectives of SADC under the Regional Indicative Strategic Development Plan (RISDP).

Objectives of the DFRC Mentoring Program

SADC-DFRC started implementing a mentoring program under its SME Development Programme in November 2007 with the objective of assisting DFI Network members to develop local mentors and also providing mentoring services to SME clients of the DFIs. The program was implemented using the model " *The Journey to Excellence (J2Ex)*" which was introduced to the DFRC by Nina Mapili of Mapili GmbH a company that is based in Germany but with vast experience of working with businesses in the SADC region in the area of mentoring.

As part of the DFRC SME Development Program the Mentoring Program sought to achieve the following for DFI Network members as its overarching goals or expected impact:

1. Improve quality of DFIs' SME portfolios to international standards, shown through improved SME productivity- improved access to regional and international markets and hence their sustainability.
2. Grow SME client base of DFIs
3. Get more women SME businesses supported by DFIs.

The program sought to achieve this impact on the DFIs through participation of the DFIs and their clients and service providers in the program. The process involved J2Ex workshops at three levels as stated below, followed by 12 months of mentoring for the organizations involved.

Level 3: Self Assessment

Level 2: Strategic Alignment

Level 1: Take Charge of Your Business

Outcomes achieved under the program

Target organizations were SADC DFIs, SME mentors and SME companies. The level at which an organization began the journey was determined by the level of maturity of the organization with regard to strategic and business planning. For prudence purposes the program began with Strategic Alignment workshops for prospective mentors (mentors-in-training) followed by Take Charge of Your Life workshops for SME companies that were to receive mentoring under the program.

The program was implemented to a reasonable extent in three countries, Botswana, Namibia and Tanzania. It began with a pilot launched towards the end of 2007 in Lesotho with the Basotho Enterprise Development Corporation (BEDCO) but due to organizational structuring at BEDCO that followed soon after launch of the program, nothing much happened in Lesotho. The pilot was followed up with implementation of the program in Namibia, Botswana and Tanzania. This case study will however focus on the program implemented in Botswana where it was implemented with most success.

DFIs participated in the J2Ex program by embarking on their own Journeys to Excellence before the program was introduced to their clients (SME companies) and service providers (mentors). My role at the beginning of the program was to introduce the program to DFIs, coordinate participation of the DFIs and assist DFI with mobilisation of their clients and service providers. On leaving SADC DFRC employment in May 2008 I established my own company which went through the J2Ex and subsequently I qualified as a Mentor Level 2. I therefore participated in the DFRC Mentoring Program at two levels, as Program Coordinator and Lead mentor to mentors-in-training (MiTs) under the general guidance of Nina Mapili.

A total of 15 MiTs participated in the Strategic Alignment workshop in Botswana with approximately 20 SMEs participating in Take Charge of Your Business workshops. The Case Study will look at the results/success of MiTs in implementing Action Plans for their own companies and also focus on results achieved by mentees-results, that is of SME companies that participated in implementing their Action Plans.

The Case Study will show that under a carefully planned program the J2Ex program provides a good framework for developing local mentors and also provides a sustainable program for developing a viable SME sector in the region

Stanbic Bank Zimbabwe Limited, Team responsible for working with small to medium-sized business clients, Business Banking Department, Bulawayo

Bulawayo, Zimbabwe

Workshop attended: *Take Charge of Your Business!*

Authors: Tapiwa Majaka (Relationship Manager/Account Executive – Team Leader of the Business Banking in Bulawayo) with Mirelle Parsons-Matiwaza

Type of workshop: *Take Charge of Your Business!*

No of participants: 3

Workshop dates: 24-26 September 2010

Description of company at time of participation in the workshop

Incorporated in 1862, Banking and Finance Industry, Zimbabwe Limited Liability company, approximately 550 full-time employees; about 100 employees with management responsibility; part of the Standard Bank Group with operations in Africa, South America, Europe and Asia; strategy misalignment on a departmental level; annual turnover >\$100million.

The paper presented below is about the team based in Bulawayo within Business Banking Department where I am the Team Leader. We tried to be as independent as possible to enhance our learning experience.

Results presented are for my team which is responsible for working with small to medium-sized business clients in Bulawayo.

Vision: To be the financial partner of choice for the business community of Bulawayo and surrounding areas

Mission: We provide innovative and relevant financial solutions to the business community.

Values:

1. Integrity - We observe high ethical practice and confidentiality.
2. Excellence - We do it right the first time and achieve our goals through competent practices surpassing the client's expectations
3. Leadership - We lead through responsible and accountable practice in the financial industry.
4. Empowerment - We capacitate our stakeholders through training and innovative solutions to help people grow



Banker Tapiwa Majaka (I) on site with clients

Key Strategic Goals (KSGs), Action Plans and Milestones

1. KSG 1: By 2012 we will hold 45% of the SME market share in Bulawayo

- Build mechanisms to evaluate and measure the size of the SME market share in Bulawayo
- Measure the current share of the SME market banking attributable to BBU
- Devise ways to bridge existing gap between current market share and the desired level

KSG 2: By 2012, to contribute 30% of the Business Banking Asset base

- Measure on an ongoing (monthly) basis the overall BBU value of assets
- Measure on an ongoing (monthly) basis the percentage share of BYO BBU value of assets as compared to overall BBU.
- Compare the two with a view of assessing performance above, below or at par with the set objective
- Devise strategies and plans to achieve and maintain the desired level in terms of, target marketing, offering suitable products / facilities, taking cognizance of risk profiles of clients at an individual basis.

3. KSG 3: By 2012, 70% of our business Clients will be highly satisfied.

- Turnaround on client request has improved with client applications being forwarded to the credit evaluation team within 48hrs of receipt. The team's appreciation of the facilities offered by the bank and the customer's needs that they apply to, has vastly improved the turnaround.
 - Queries from clients are being attended to timeously, this has improved customer's satisfaction and confidence in us. However, measurement of such satisfaction can only be in form of compliments and complaints
 - Customer visits: Our efforts to be in the customer's space are continuing with at least three visits being undertaken every week.
4. KSG 4: A fully equipped unit with highly optimized and robust systems by 2012
- Know your customer (KYC) compliant exercise
 - General Portfolio Clean up
 - Customer value proposition
 - Performance Contracts
 - Establishment of a filing system

What did you do as a result of the workshop? Describe action plan(s) implemented.

The team reported back and incorporated the fourth member of the team on board. The momentum is there, however, the documentation of activities is lacking. We have realized that coordination of what we want to achieve remains elusive without spelt out action plans and reports to monitor progress. We are on course on our APs and are at various stages of implementation.

1. Action Plan 1: Know Your Customer (KYC) compliant exercise

To have achieved 100% KYC compliance status by 30 October 2010. To date we have managed to record 99% compliance.

2. Action Plan 2: Customer Value Proposition (CVP)

The first phase of the Customer Value Proposition is the general portfolio clean up. The exercise was set with a deadline for completion by 22 August 2010. The objectives of this exercise are shared and comprehended by all team members of the unit. We however did not manage to achieve this deadline as a result of several reasons, i.e. we rely on other support functions to equip ourselves with all necessary tools to see the exercise to fruition. We report that the exercise was completed successfully as we now have established Commercial and SME banking suites to cater the targeted markets.

3. Action Plan 3: Establishment of a Filing System

As a unit we have noted the deficiencies of our filing system and we have taken ourselves to task in implementing adequate filing of all documentation relating our custom-

ers and internal documentation. We have also put in place a system of creating both hard copy and soft copy files of all critical information. Achievement of this milestone is on an ongoing basis relation to new staff and also previous work which was not correctly filed.

To date an electronic folder for the department has been created, to contain electronic (soft) files thereby enabling data warehousing.

4. Action Plan 4: Performance Contracts and Balance Score Cards

This being an agreement between each individual member of the Bulawayo BBU team with his/her Manager on the performance and measurement of such for a set period of time. This exercise is done half yearly, however, this has been necessitated by the fact that members of the team are new to the department. Hence, the odd time of the exercise.

Draft contracts have been drawn up and targets have been agreed for the unit. The drafts have been forwarded to the incumbents and formal discussions were done for year 2010 and year 2011. The performance management system is now in place and this has enabled career and succession planning in the department.

Progress and work done to date – 30/04/2011

Though the team has been inundated with in-house issues centered on the key strategic goal of equipping the unit with highly optimized and robust systems by 2012. We have also been visible on the customer space (Market) by visiting our existing and new clients in pursuit of the goal of ensuring customer satisfaction by 2012.

We have been able to articulate our action plans through the Head of Business Banking in Stanbic Zimbabwe and there is now convergence in data warehousing enabling us to measure our progress objectively.

Way forward

We have advocated for the roll out of the program countrywide, however, budget was not sufficient for the project to kick start in the first half of 2011. Imparting business skills to our targeted markets especially SME sector will ensure that the calibre of our customers will be high and effective in making a compounded difference in the economy of Zimbabwe.

What are the main things entrepreneurs and educators can learn from your experience?

Formulation of visions, missions and strategies will be effective once there is buy in from the top management (entrepreneurs) instead of off-the-shelf packages being sold by consultants. Involvement of the company employees at all levels is key to ensure buy in, ownership and successful implementation.

How could education and training better support the success of entrepreneurs?

Education and training allow entrepreneurs to appreciate the big picture and assist with thinking outside the box.

TCYL Progress Reports

Jona Ambuga

Windhoek, Namibia

The enterprising life of a young Namibian

Entrepreneurship in Namibia is a growing trend amongst young people. School holidays are often the most boring times in a young person's life in Africa, as there is often very little exciting activity going on.

In 2006, one school holiday, when I was 16 years old, I decided to take charge of the situation, and get myself out of boredom and make some money. There are usually many events held in the north of Namibia, people enjoy the festivities of hosting weddings, Christmas and New Year celebrations. As a result there is always a high demand for meat for these celebrations.

I thought that if I drove out further to Opuwo, Kunene region where the barter system was still in practice, a new business venture would be possible.

In this region, the Ovahimba people, (*indigenous people*) are very rich in cattle and goats; there is an idea! I took out a N\$ 2000,00 (R2, 000) loan from my mother to purchase my first trading stock.

After receiving the loan from my mother, she drove me to purchase the trading goods which were maize meal, alcohol (mainly beer), Chinese bracelets and a few blankets. We then prepared for our trip north which was long and the suspense was nerving as I did not know what to expect on the other side.

On arrival we hired a translator in Opuwo who took us into the villages to trade. He had explained to us that it was important to watch what we had to say; he outlined what we say and what we could not. We arrived at the first village. Unbeknown to us we had to present the village chief with a gift offering, apparently this is an old age tradition which we honored in order to receive his blessing. The trade began; in exchange for a bracelet or 5kg of maize meal we received one goat or sheep. At the end of our trade we had a total of 5 goats and 3 sheep.

We moved on to the next village, this time our luck had run low, we had a difficult time trying to negotiate cattle for bracelets or blankets because the villagers did not see the value in trading cattle for worthless bracelets they lived without for many generations. We finally came to an agreement; we would prepare porridge for them and if they liked it they would trade maize meal porridge for cattle. My mother prepared porridge for the

elders of the village. To my surprise they enjoyed it and we had a deal. We traded the maize meal for eight cattle. My mother received a goat as a token of appreciation for preparing the meal and she exchanged some of her tradition bracelets for three more goats!

We soon realized that we could not carry all these cattle in our small baaki; we could only transport the goats and sheep. We had to hire someone for N\$ 250 Dollars to herd our cattle for more than 300 km; it took him five days! I was officially in business! I sold my first cow to my father for N\$ 3000,00! What a profit! I went on to advertise my enterprise in our local church, business was now booming.

By New year's eve (2007) I was sold out. I was so proud of my achievement from a seed capital of N\$2000 I now had over N\$24 000 in my bank account! Since then I have never had to ask for pocket money again. I kept N\$10 000 for the next festive season purchases.

While still selling my cattle over the December holidays, I was invited to attend a SAFRI sponsored Workshop—*Take Charge of Your Life!* I made the decision to take part just to get away from home! Little did I know that this workshop would change my life forever; this workshop was a revelation not only for me as a business person but individually. This was the first time I met Ms. Nina Mapili, who was our facilitator during the workshop.

As I mentioned, school break in Namibia is predictable; one tends to do the same thing either visit the village (farm) or stay at home with nothing resourceful to occupy one's time with.

During one school break, I thought it would be a great idea to hold youth expos, where I would teach them simple business principles and how to make use of their talent. Namibia could be a far better off nation if there were platforms in place to change the communities' mindsets, especially with activities such as sports, business, camping, and community service projects. These are tools that can be used to empower youngsters and relieve them of boredom. This would not only reduce the crime rates, but also help reduce HIV /AIDS infections in our striving for an HIV free generation.

The future of a young person in Namibia often depends on the type of high school one attends, as may be the case in most Southern African schools. I am one of the fortunate youngsters, who was lucky enough to be in one of the best schools in the country; Windhoek Technical High School (HTS). The type of education offered differed from most schools; here we were offered other opportunities. I was exposed to extracurricular activities such as sport, local tour excursions and school break camps. Unfortunately this is not the case with all schools, as most private schooling is expensive making it

unaffordable for most parents. Although I made good money through odd jobs, my parents felt that it was their duty to pay for all my academic related costs.

Whilst at HTS, in 2007 I joined the Junior Achievement club (JA), and participated in the Junior Achievement Company Program. It was here where I learnt basic business principles and good business ethics, this helped me realize what I really want to do in life. Everyone around me believed that I would become a veterinary doctor, my parents included, but I had other dreams.

I acquired new skills through JA; this grew my ambition and interest in owning my own business! With all the coaching I received, on business operations and processes, my journey as an entrepreneur took off properly for the first time! I started the year in a company at school that sold airtime for mobile phones. I did not think that was such a great idea: we were selling credit, but mobile phones were not allowed at and during school

I then decided to start look at something different and got together with two of my school mates; we birthed a new venture! We got into the movie business! We organized movie nights in the hostel during the weekends for our fellow school mates. We managed to make use of the facilities for free.

We showed movies over the weekend. We charged N\$3 per person, at times the hostel would even pay for all the students! We made just a little over N\$ 9000 that year. We showed all types of movies with the exception of horrors; these were not so popular with our audience. We showcased movies that were not yet at local cinema houses this was certainly an added advantage. Movies would start at 18h00 till late but not after 23h00. For \$3.00 you get to watch two movies and \$2.50 for a scary (horror) movie.

I was responsible for screening the movies before they are played. We had strict criteria: I had to ensure that no movies were rated 18 or older, we did not play anything that had the slightest hint of pornography. That means that kissing in the movie must be kept to the minimum.

There were 200 scholars in the hostel; I was hostel prefect and I used this as a bargaining chip. I would negotiate with the hostel head to allow students to watch movies until very late without any repercussions; students could even miss their dinner. On a good day we would have ± 150 learners in our makeshift cinema house, and on a bad day we would have 50 learners. Fridays were always movie night, but when hostel supervisors were not available we would screen movies for the learners and the hostel would pay but we had to keep everyone in the dining hall and no one could leave until the movies were finished which meant good money,

The company was performing well financially because of good marketing, but we didn't have proper bookkeeping processes in place. As a result we were unable to track our financial gains or losses. We didn't know how much profit we were turning over! We continued this way until our business was shut down due to circumstances beyond our control. All our equipment was stolen from my hostel room!

Undeterred by this tragedy we started an event management company. The company hosted talent shows and beauty pageants; the money was good although it was very little. We soon discovered that running an event management company was more time consuming than of our other ventures, we could only host one event at a time. This enterprise remained in business for six months before we closed our doors.

I was motivated to become an entrepreneur because I want to lead a good life and I enjoy being my own boss. Nevertheless, what made me enterprising in the first place was because I was bored at home during the holiday at the village.

After leaving school in 2008 I opened a meat processing company which I later closed down after two months of operation because I had promised my parents that I would further my studies. While studying I tried several business options such as the Ambuga Trading Enterprise where I provided a service doing business plans and business cards. Age was a discouraging factor for this business as people would often say that I am young to write a business plan.

Having studied marketing management and businesses management, has not only helped me realize how to outsmart my competition, but it has also made it clear to me that a combination of skills, qualifications and practical hands-on experience is crucial and critical for the success of a business or any economy. Africa and Namibia need to join hands and unite, in order to compete in the global market. Currently the global market benefits more from Africa than the Africans themselves.

At present I am a 50% shareholder in World of Tiles, previously called World of Marbles and Granite. The company specializes in granite and marble tiles, grave stones, and tabletops.

The company has been booming—getting small orders with clients in the country. There was a niche market because all the manufacturers had Export Processing Zone *embargoes*. *This means that they could only put a few (30%) of their products into the Namibian Market.* This was an opportunity for us because we could purchase and supply more than 30% percent of these products in the local market.

We have encountered problems with some suppliers of our tiles because many are still using old machinery which hampers speed of their production. However, this has not slowed down delivery on our side; we use similar substitutes and in most cases our clients find that the new quality would be better than what they were originally looking for.

In spite of a good turnover we have had to restructure our pricing strategy. Previously it catered for a small entity but as business has improved, and the size of our company has grown, we needed to structure our prices at a more competitive level.

At the beginning of 2011, I opened another company called AJ Designs. The company does clothing, concentrating on a combination of African design and Chinese offerings: golf shirts and shirts. This is a niche market; the products are not regular golf shirts. Rather, the production line includes primary school (grade 7) and junior high school shirts and school attire. The company is still in its infancy and has many challenges, such as the finding good suppliers and building good relationships with organizations.

In spite of my work load, the Cricket Board employs me as a part time Development Co-ordinator.

Looking back, that first business venture made all the difference in my life. As a young person, I strive to live a comfortable life, and not have to struggle in the future financially or in any other way. I have learned and grown as a young entrepreneur, to not only deal with other small fish but also rather play amongst the big fish if you want to become successful.

Note from the editor: just before the conference, Jona called and said he had won his first very large tender!

Balomeletsi Bafedile

Gaborone, Botswana

Attended TCYL workshop: 25 and 26 June 2009, Stuttgart, Germany, while a STEP intern at Mercedes Benz..

My Journey to Excellence begun two years ago after I attended a *Take Charge of Your Life!* Workshop facilitated by Nina Mapili. At the time I was an Intern with Mercedes Benz, Truck and Bus Division called Charter Way International under the market support department. It was one of the activities that we were supposed to attend, little did we know that our lives were about to change forever.

Having been raised in a poor neighbourhood in a small mining town called Selibe Phikwe, in the north east of Botswana, I had dreams. I wanted to be recognised as someone who has contributed significantly to the development of my country, but having no role models around I thought it was not possible. I did not have an idea how to go about it but a small part of me knew that one day things might change.

I did not have a clear vision so I really didn't know what I wanted to do; my thoughts were all over the place with nothing to guide me. All I knew was that I wanted to contribute to the development of my country, if you asked me how; I would not have been able to answer you.

Things turned around in the 2 day *Take Charge of Your Life!* Workshop. I formulated my vision, mission and identified my goals and values. Having put in place an action plan guided by my vision, I started to realise where I was heading and how to get there. My attitude toward life had changed and I was motivated to work toward accomplishing my vision.

Every decision I make is now guided toward my vision i.e. I take calculated moves. Before the workshop I just did things because I could; for example; when I applied for the SAFRI STEP internship, I did not have a concrete idea as to why I was applying; I applied because I qualified and the idea of going to Germany was fascinating. I did not have any idea how it would change my life.

As a result of the workshop, I developed my vision, mission, and values as follows:

Vision: To be recognised as a successful female entrepreneur in Botswana who contributes to the development of my country.

Mission: I will develop businesses that create opportunities not only for me but for the people of my country.

Values:

1. **Personal development** – I constantly strive toward personal development, I want to be well rounded and widely read and conversant with business skills/trends/etc. I also want to be the best I could be by attending workshops and taking short courses that not only improve my business skills but also improve my interpersonal and presentation skills.

2. **Helping other people** – I put others' well being first and I am cognisant of their needs and help them the best way that I can. I am always thinking of ways to improve the livelihood of others.

3. **Meaningful work** - I take pride in doing something significant for those around me. I derive satisfaction in knowing that I have contributed significantly in everything I do.

My most important goals are:

1. By September 2009 find employment with a reputable firm that will allow me to gain business acumen.
2. By Dec 2011 develop a sound business plan on my business idea of creating a 24hr Children's Recreational Centre and registered a company.
3. By June 2012 apply for financing from the Citizen Entrepreneurial Development Agency, Botswana.
4. By June 2013 I would have set up my first business of creating a Children Recreational Centre.

What did you do as a result of the workshop? Describe action plan(s) implemented.

ACTION PLAN

Project: Create sustainable businesses.

Goal: By 2020 I will have two sustainable businesses in Educational Development.

Project begins: July 2011 and Complete at 2020.

After putting in place my action plan in place, I took the necessary steps towards achieving my goals and now I am only a few steps away. From time to time I had to revisit my action plan and change a few things due to challenges. One of the challenges was finding a relevant job because I lacked the necessary qualifications. I am interested in the education sector but with a business degree I ended up in the corporate world. This did not discourage me but instead I saw it as an opportunity to learn business skills.

DATE	ACTION	Finish
July 2009	Research about available business opportunities in Botswana & SADC	Completed by June 2011
Sep 2009	Get a relevant job that will help me get good business management skills and knowledge for 2 years	Nov 2009 Product Management Mascom with Mascom (MTN Botswana)
Jan 2010	Enrol for a Computer course	Excel Course 2010
2010	Continue working with the Business	On-going
Jan 2012	Register a company	
Mar 2012	Complete Business Plan	
Aug 2012	Work on Financing	

I plan on establishing/setting up an organisation that nurtures and helps young people develop their talent, with an emphasis in performing arts. I will teach them how to earn a living from their talents. I will also work with established people in various fields to encourage upcoming youth e.g. I would like to engage people like Amantle Montsho who has won Botswana first gold medals at the World Champions in 2011 in order to cultivate raw talent and inspire young people. The organisation will also include people who have excelled in sport and other arts in the past to inspire and guide young people. The idea is to teach young people that you do not need to go to university in order to succeed and that they can use their talents to earn a living and also excel in what they do.

In order to achieve this I realised that this talent would need to be identified and nurtured during early childhood as it stands in Botswana there is a the gap in the market in between discovery and nurturing young talent. So I decided to start with a child recreational facility. Through the child recreational facility we will be able to identify children with different talents and nurture those talents the right way. I believe that talent begins to show early in one's childhood and it is very crucial to nurture it at an early age. My mission is to see an education system that caters for all. I will ensure that no child is left

behind because they are not good in subjects that are considered important.

There is need to help young people especially school dropouts to channel their energy into something positive like sport. Today the government of Botswana is trying to fight a losing battle of alcohol abuse amongst the youth. We need to provide them with an alternative to alcohol therefore such facilities in needed in this country.

Describe your way forward in the coming years.

1. I would like to run and manage my own business in the Educational Sector of Botswana. The idea is to help improve the educational standard and at the same time make learning fun and enjoyable for children.
2. To provide the Gaborone area with a safe, fun, exciting (and profitable) child entertainment facility for children ages 2-6. This facility will help children grow physically, emotionally and mentally through interactive play with their parents, peers and the facility itself. This facility will enable parents to drop off their children when they go to work anytime of the day. It will also host special events for parents and children interaction to ensure parents spend some quality time with their children in a relaxed and fun environment. Different educational games will be available and there will also be comfortable sleeping area for the kids.

Develop a multi recreational youth center that offers different courses from music, performing arts and sporting activities. The center will also offer out of school programmes which will provide life skills development and other relevant activities.

What role will innovation play in your future?

In the past, decisions about childcare seemed relatively straightforward for parents as childcare provided a service that looked after the child when the parent returned to work. Choosing a certain type of child care involved making a decision to either pay for a formal childcare provider or to use the help of relatives or other informal arrangements. Today's consumer of childcare services may want to know a range of additional information about the provider and the service they offer, for example:

- Does this type of care meet the parent's needs and their child's needs?
- Is this service of high quality?
- Does the parent completely trust the provider?
- How will this type of care benefit their child's development?
- What additional services (added value) is the provider offering?
- What influence does the parent have on the way the provider cares for their child?

More than ever before, customers have a growing appetite for gathering information before making a decision to use a service or to purchase goods. Information is now more

widely available, the internet being one of the main sources.

So the business will need to keep up with the times by:

- Establishing a website with all the necessary information to assist parents in making the decision
- Consistent update of the curriculum to suit the needs of children and embrace emerging trends
- Teach children basic computer skills
- Qualified and experienced staff members
- Need for research and development

What are the main things entrepreneurs and educators can learn from your experience?

I see myself as a social entrepreneur who aims at changing the current educational system especially at early development phase of a Motswana child. My aim is to change the educational status quo in the country and create a well-rounded early childhood development programme which will ensure that the country produces people who physically, mentally and emotionally healthy. Right from the beginning, a child should be immersed in an environment conducive for early child development, however this is currently not the case, considering the pressures of life, long working hours for parents and expensive private education system.

I believe I hold a sustainable solution that will mutually benefit me as the entrepreneur and the society at large.

I also analysed the gap or business opportunity in the education sector of Botswana and I have come to conclusion that

1. It does not cultivate the spirit of self-reliance and entrepreneurship as it is too conservative in the sense that it prepares people to work for the government. Growing up we have been told over and over again that we should do well at school so that we can get good paying jobs from the government.
2. It also leaves people certified not educated because it is more focused in examinations and does not give equal opportunities to children with all talents. If you are an A student you are expected to go into Sciences. Education should produce well rounded graduates.
3. It does not give students with different talents equal opportunities. I have been to school with many students who were either good in athletics or Art but were left behind because they did not do well in core subjects, i.e. Science, Maths and English. This has in the process created an economy that does not have a diverse pool of talents and lacks key skills.

Having mentioned the above issues I believe that educators can come up with better strategies to improve the current education system. As for entrepreneurs there is an opportunity to develop better education alternatives for those who want their children to have a better and good quality education.

How could education and training better support the success of entrepreneurs?

Education and training should cultivate the spirit of self-empowerment which the current system is lacking. Rather than producing people who can and are willing to provide themselves, it produces people who are highly dependent on the government. The current education system produces consumers rather than producers. We are brought up to go to school and look for a job after graduation and this in itself hinders the development of entrepreneurship.

Education should also stimulate entrepreneurial attributes and facilitate the development of entrepreneurial ideas. This can only be achieved by offering the right kind of education and training in early childhood to produce a generation with the confidence and ability to come up with entrepreneurial ideas and develop them into sustainable businesses.

The objectives of entrepreneurship educations should focus on:

- a) Promoting the social and economic status of self-employment.
- b) Stimulating entrepreneurial attributes in young people.
- c) Facilitating the development of entrepreneurial ideas.
- d) Promoting the development of entrepreneurial culture in a society.

These objectives will help build well rounded entrepreneurs who are willing and capable of coming up with creative ideas and implement them.

Thulani Matiwaza

Bulawayo, Zimbabwe

Attended TCYL! Workshop 12 – 13 April 2010

When I attended the workshop, I needed a road map, my thoughts were scattered and often I was confused about what I really wanted.

As a result of the workshop, I developed my vision, mission, and values as follows:

Vision: to be recognised as a role model having influenced my community,

Mission: I am a responsible and loving husband. Through hard work and commitment I strive to influence and improve the lives of my family and community

Values:

1. Honesty & Integrity – I am who I say I am and will do what I say I will do, all my dealings are above board
2. Hard work – I will work to realise my full potential
3. Faith – all I do is founded on my faith and adds value to others
4. Planning – nothing happens by accident, I value well thought out plans and actions

My most important goals are:

1. To start up and successfully run a profitable Safari Business by Dec 2011
2. To attain my full professional hunters licence proficiency by Dec 2012 without restrictions.
3. To raise 3 well rounded children by Dec 2020.

What did you do as a result of the workshop? Describe action plan(s) implemented.

After the workshop I was able to gather my thoughts and intents in an orderly manner. I learnt to better plan my day and work with a work-able to do list. I also managed to form a strategic partnership with a more experienced professional hunter who has similar business interests. As a result, in January 2011, we formed a Safari operation that has to date had 2 successful hunts, 4 big game hunts during the months of June and August and 20 new prospective clients for the hunting season of 2012.

What concrete outcomes were achieved as a result of your actions?

1. I have set up my safari business, which has not only provided employment but

has also helped affect the communities where we conduct our safari hunts by providing the communities with meat protein and a source of income.

2. My operation has helped create employment for people: 4 full time employees, one part time employee in town. It has also helped create a source of revenue for the families surrounding the areas where we conduct our operations..

Describe your way forward in the coming years.

I believe that in the coming years, my organisation will grow and help affect many more lives. I believe that not only will I be able to provide communities with a source of meat protein but also help create employment and improve their revenue thereby uplifting and improving their daily lives. I would also like to engage in some form of community service like help communities around my areas of operation by sponsoring school equipment, hospital equipment and even opening a student trust for children in these improvised areas.

What role will innovation play in your future?

I believe that especially so for my business, I will be able to brand my product, advertise better especially making use of the World Wide Web. I see myself as a pioneer of new things, bridging the gap in our communities of operation with peri-urban life styles.

What are the main things entrepreneurs and educators can learn from your experience?

Hard work never killed anyone. It doesn't always take a perfectly running economy to break into new territory and grow an enterprise.

How could education and training better support the success of entrepreneurs?

Education is key to the success of any nation but at times it fails to adequately prepare students to handle the market place or real life situations. If study was formulated against the back drop of reality it would be beneficial to a nation. At the moment most of what we learn is pushed aside after graduation because it cannot be applied in real life situations.

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Madagascar

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Attended *Take Charge!* and *Take Charge of Your Life!* Workshops; is in training as a TCYL Facilitator, and has co-organised J2Ex workshops in Madagascar.

My journey to Excellence began four years ago when I was a 4th year Economics student. In spite of the fact that I enjoyed my studies, I had a desire to study Arts and Culture—in particular theatre. I wanted to do many so things all at once; my brain was turning like a turbo motor. I wanted to be everywhere, doing everything, without any particular goals, I just wanted to take advantage of my young years.

That year I graduated with a Master in Economics diploma.

It was during this year that a program called Camp EXCELL (Excellence in English Language and Leadership) began. This program was designed for the youth; it was during this camp where young adults were taught principles on leadership while also learning and practicing the english language. This camp would run for a maximum of 10 days.

I decided to attend the camp; this was a good opportunity for me to practise communicating in the English language with native speakers without having to leave Madagascar. In addition to that, I wanted to sharpen my knowledge on being a leader among the youth. But that time, I learnt many other things like the fact that young people also have opportunities to make their community better than it is and we should use our young ages to act for our community.

After attending camp EXCELL I heard of and joined the Junior Chamber International (JCI). JCI is a young people's international organisation which aims to empower young adults to make positive change in their community in four fields of action: individual, business, international and community. My peers and I joined the organisation and formed a local one. We set up projects for the community, designed environmental awareness oriented actions, held business networking events, trainings etc.

Through my work at JCI I learnt about the STEP program (Students Experience Program); the program aimed at providing young students with an opportunity to gain work experience in the international field by providing internship opportunities in Germany. I had no work experience at that time and that was exactly what I needed. I applied and was accepted!

Before I was scheduled to leave for Germany; I was invited to take part in a three day workshop untitled "The Journey to Excellence". I really didn't know what it was about; but at least excellence was not a new term to me! Suddenly I had to address important questions which I had never given any thought to before like, did I have a vision, a mission, or know d what I valued, and did I have a strategy in place? Did I have a plan of

action in order to achieve my vision, what were my strengths and weaknesses?

I had never really thought about those things before. I was just living and waiting to see what would happen; but there, I understood that this was my first step and that this was the chance for me to define a direction, and to make something special out of my life! I decided that I wanted to be recognized as someone who is to be respected and well-known for my work and as having lead my colleagues using all their competences and tending to excellence.

Shortly after the workshop I flew to Germany for the STEP program and after four months I was able to benchmark myself against international best practice. I learnt a lot of things through that experience especially the importance of team work, how to be results orientated in shared goals, I also learnt the importance of time management. The most important lesson I took away with me was the value and importance of good leadership especially for a developing country such as Madagascar. Through my STEP experience, I had acquired something others would have waited many years to learn and experience.

On my return to Madagascar, I worked for two or three companies but that was not very fulfilling. I wanted to do something more valuable with my life. I needed something different, something to get me out bed and get me moving!

Memories of what I had learnt in the Journey to Excellence workshop rekindled a fire within me, I recalled a phrase we learnt that stated in not so many words that what you are trying to achieve should motivate you to wake you up in the morning. It was then that I made the decision to focus on my passion; theatre! I had been in theatre for many years working at a local theatre company; I made the decision to go back there and assuredly as time went by I now had a reason to wake up every morning - finally!

I now had an avenue to positively affect my community and teach self development through my work in plays and short courses. We hold courses in schools and universities. We were even work with companies!

We use theatre to help people develop themselves in many ways. In some plays and projects, we deal with topics which negatively affect our country such as child labour, HIV and women's rights. This is a niche and I actively participate in developing and help improve our country's livelihood.

In 2010, I took the opportunity offered within JCI to become an official trainer. I am now training people between 18 to 40 years old on leadership, setting up projects, and dealing with personal development. In the beginning, I participated in training sessions as a facilitator or trainer-assistant, here I would help cashiers gain confidence to deal with clients, I also trained commercials—on line who have to find ways of professionally reacting to different clients temperaments. We also trained and refine teams through teambuilding and so on.

When we begun our training sessions, we only had two trainers but due to an increase in the demand for our services, it became necessary for us to have more. As it stands

we are now five trainers.

Little by little, I progressed.

Through JCI; we are preparing a curriculum which we would like to see being taught in our local learning institutes i.e. the benefit of theatre training in leaders or future entrepreneurs' life like reactivity, teamwork, self confidence, public speaking.

This year, I have been elected as president of the EXCELL program. I helped organise the fifth Camp EXCELL. I want to share my experiences with other young people.

At first, I just wanted to build my own company, of course I did not have a very clear idea about the outcome would be but now it has been made clear that my passion is in theatre. I have chosen to mix 2 things in life I have been exposed to; what I have learnt in my studies and life experiences and my passion. I am following my passion and use it to empower people to take charge of their life and achieve their full potential.

I know that it is difficult but I love what I am doing so that is where my strength and motivation lays!

The road ahead is a long one, and I have to work hard and always SMART to realise my vision. Competition is increasing, and I want to be in the move even after many years.

Continuously improving is my slogan.

My journey to Excellence is still going on and it is so exciting!!

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I am an aspiring public speaker and I am also running a printing and signage business in Johannesburg. This is a one man operation business which I have been running since 2001 and registered it in 2003. My business name is called Tau and Associates ~ Print and Signs. I have been running my business like any other small business man who is skilled in his / her craft, but lacked the clear vision and strategic framework of the business.

In 2011, my project management mentor invited me to attend a *Journey To Excellence - Take Charge Of Your Life!* Workshop presented by Nina Mapili on behalf of SAFRI. At first, I thought I knew what my vision, goal, and strategy were. I was of the impression that I knew them and there was no need for me to attend a workshop that will help me develop my vision and strategy. To my surprise, I was shocked to discover that what I thought was a vision was merely part of my mission. I did not have a vision. All along I had been developing my mission and not my vision!

This course opened my mind and helped me apply it very broadly. It challenged me as I was in my comfort zone. It is not an easy course if you don't want to get out of your comfort zone, but it is an exciting and a beneficial course if you are willing to get out of the comfort zone and challenge the status quo. I told myself, that if I need to excel and learn more, I better get out of my comfort zone and face the music. I did.

I learned about vision, mission, goal, strategic framework and action planning. Most importantly I learned about QUALITY. It is important to make sure that in everything I do, I emphasize quality – for instance **Time**. I got to respect time (be on time and complete my projects on time so that I could get paid faster within a short space of time), **Specifications**, stick to the specifications as outlined in the brief that I get from my clients. If I have to do a signage that is 10m x 5m on zinc and be painted in Red, I have to do that and within a specified time.

Teamwork is important in business and in life. I learned through teamwork in the *Journey to Excellence* workshop. I am sure without games and activities, which we learned through, most of the time, I wouldn't have learned and still remembered as much as I do now! Teamwork and team members are important in making sure that a project gets completed quicker within a specified time.

The workshop benefited me personally and not my business, but it is difficult for one not to take the principles and ideas presented and use them in business. As much as I needed to have a clear personal vision, I also needed to have a clear business vision and a mission of how I see my business in the future. I am going to attend the TCYB and upgrade from there again

I highly recommend the J2EX Workshops and I know they are lifetime workshops. It is worth attending these workshops. They not only end at the venue they are presented, they help one grow. I cannot say I have completed my workshop, because I am still reviewing my Vision, Mission and Action Plan. I am a better business man, as I now see things differently and I now have a clear vision and no longer use my mission as a vision. The difference is now clear and precise. If I had refused to attend the workshop, I would still be like many who still confuse the vision and mission. I now listen attentively on radio and TV when people talk about their vision. Very few of them get it right, about 60% are still confused. I am talking about people with higher positions in companies.

I recommend the TCYL/TCYB workshop for the educated and not-so educated, cleaners and presidents of companies. This is for everyone who wants to challenge the status quo and excel in life.

Success is a journey: "Excellence is a moving target!"

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A life changing experience in the life on an ordinary young Malagasy

My journey to Excellence

I completed my secondary education at Collège Saint Gabriel in Mahajanga (west coast of Madagascar), then moved to the capital city; Antananarivo to study Marketing & Communication at the ISCAM – Institut Supérieur de la Communication, des Affaires et du Management. At school, I was never afraid of hard work and applied myself, I was good at taking instructions. My teachers appreciated that and did not hesitate to assign me to missions.

When I completed high school I was 18 years old, it was then that I decided that I want to study business management. My parents disagreed with this and preferred that I studied either Medicine or Law.

I succumbed to their pressure and enrolled at the Faculty of Medicine in Mahajanga. I did not do very well and failed my second year exams, my parents then allowed me to take on a new direction in my studies. I initially considered joining the English department at the University of Antananarivo, because I was passionate about the English language at that time, however, my parents were convinced that job prospects would be limited in this area, in a predominantly French and Malagasy speaking nation! As an alternative, I joined ISCAM's English Club to continue practising the use of the English language.

My journey to excellence began in 2007 when Nina Mapili came to Madagascar for the first time to embark on training on the *Journey to Excellence*. As a young student, I got the opportunity to help organize the first J2Ex workshop in Madagascar. My taking part in the different activities at ISCAM, drew me closer to the management team of the institute. It is upon their suggestion to Nina Mapili, that I was included on the pre-selected students list.

I was awarded with sponsorship to attend an American camp held in Mahajanga, orga-

nized by the EXCELL Association (Excellence in English Language and Leadership). The first opportunity I got through the J2Ex workshop, was to network with professionals I would never have reached and connected to as an ordinary student!

After the EXCELL camp, later that year, SAFRI selected me as one of the first STEP participants from Madagascar, to join the program in Germany! That was the very first crucial step in my life changing experience with SAFRI.

STEP - Student Experience Program is a SAFRI initiated program designed for graduates and completing students from southern African countries (members of SADC), and offers them the opportunity to broaden their knowledge, sharpen their skills and abilities, by living and 'working' in Germany. A graduate is taken on the merit of their performance and other criteria to be part of a group to spend six months with a German business or organization as interns in their field of study. This life changing experience offered me the opportunity to work in an international business environment! I went to Germany for four months as SAFRI had decided that two Malagasy students should go on the STEP program, at that time Madagascar had just qualified entry into the SADC union.

In order to communicate effectively we were required to undergo language training; we received this training prior to our departure and continued it throughout our stay in Germany. We also learnt about German cultural activities, German geography and history as well as exposure to German lifestyle! This was undoubtedly a major cultural shock for a young Southern African, who had never travelled outside their home country let alone the African continent!

Working in a German business broadened my thinking; I learnt about factors that should be taken into consideration when managing an international business for example time changes, language barriers, differences in calendars, networks, transport programs. Using the highly effective public transport system in Europe also taught me the dire importance of time management!

The most unforgettable aspect of this experience was the diversity of the people I met in Germany. In fact, Daimler AG hosted many students from different countries, backgrounds and interests. We would meet to discuss our experiences in Germany, and have cultural exchanges. STEP allowed me to discover a new language, and also gave me the opportunity to improve my abilities to switch between languages (German, English and French). Most importantly, I learnt to be independent and self-reliant, an unfamiliar trait in Madagascar for young women!

I was fortunate to get a number of job interviews and finally accepted a position at Softibox. Softibox is a Malagasy web agency which predominately works with the European market. The company was founded in 2005 by Mia Radilofe & David Combe, a franco-malagasy couple who completed their studies in France. Softibox creates web sites,

does the page ranking campaign and provides web marketing solutions, creates and manages web content (writing text or graphic works). I considered the IT field as a growing sector, where I could acquire new skills. This has proven beneficial as I have learnt about web marketing, a subject that one does not find suitable professional training for, in Madagascar.

Some STEP students get the chance to attend a *TCYL – Take Charge of Your Life!* workshop during their time in Germany. I participated in the first *Take Charge* Workshop held in Madagascar in 2008. That time, the workshop was offered specifically for EXCELL campers in 2007. In this workshop, I definitely learnt how to make important life decisions, my parents and family no longer made decisions for me!

The workshop helps people to get clear ideas of their goals, and to take time to work on how to reach them. I noticed that many Malagasy young people rely on chance, without clear objectives in the choice of their university or field of study. Some of them just accept the choices made by their parents. *TCYL* also puts emphasis on planning in order to achieve goals. As part of the annual EXCELL camp, I have committed to organizing a *Take Charge of Your Life!* workshop in Antananarivo, the capital city to help empower people. *I would also recommend it for new STEP participants before they get to Germany.*

I know that all former STEP participants will agree with me that this opportunity has made a special mark in their lives, and improved their efficiency as individuals in all areas of life. It would be great to have more young people from Africa go on this life-changing program.

My experiences in Europe and at the EXCELL camp have been added advantages especially so during job searches. Another advantage was being a former student of ISCAM, already a well-known institution in Madagascar. ISCAM students are often guaranteed to find a job within six months after completion of their studies.

Papers written by J2Ex Workshop participants on related subjects in connection with this conference

EXPLORING THE EFFECTIVENESS OF A WORK INTEGRATED LEARNING PROGRAMME IN CONTRIBUTING TOWARDS THE EMPLOYABILITY OF GRADUATES: THE GRADUATE INTERNS'S PERSPECTIVE

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ABSTRACT

The objective of this research was to determine the effectiveness of a work integrated learning programme in contributing to the employability of graduate interns. A questionnaire measuring soft skills training, technical skills training and mentorship was developed and administered among a convenience sample of Graduate (N=79) in a ICT company. The findings confirmed the importance and effectiveness of soft skills and technical skills training and mentorship in enhancing the employability of graduate interns. The findings also showed the importance of a well structured work integrated learning programme in the enhancement of mentorship effectiveness. Recommendations for future research and practice are made.

Keywords: Work Integrated Learning Program, Graduate interns, soft skills training, technical skills training, mentorship,

1. INTRODUCTION

Higher education institutions have a significant role to play in a nation's wealth with its hard-edged capacity to foster intellectual capital, economic growth, stimulate development and innovation in a 'knowledge economy' (Barling, cited in Barkhuizen, 2005). In this context higher education institutions have both a responsibility and accountability for building theoretical knowledge and skills required for professional practice within a chosen field and contribute to the employability of graduates (Bates, 2008; Costley, 2007; Heerde & Murphy, 2009; Kruss, 2004; McIlveen & Pensiero, 2008).

Research evidence however suggests that a tertiary qualification does not necessarily prepare students for the work environment (Kruss, 2004; Griesel & Parker, 2008; Reinhard, 2006). In practice it is still found that not enough is done to prepare the graduates to adopt the workplace, both from a psychological (soft skill) point-of-view and technical capability. Consequently, employers are not able to use new graduates to fill their skill requirements because of a lack of practical skills and experience, the wrong types of graduates being produced, graduates who are not of a high quality and graduates not

suited for specialist positions (Scottish Higher Education Funding Council, 2003; Development Policy Research Unit, cited in Pop & Barkhuizen, 2010a)

Consequently, organisations invest in work integrated learning programmes to attract, develop and retain high calibre graduate interns (Ingram, Bruning & Mikawoz, 2009; Kanye & Crous, 2007). Work integrated learning programmes are focused training where graduate interns are provided with an opportunity to learn from the various areas of expertise of an employer (Buhlungu & Metcalfe, 2001, p. 67). The Scottish Higher Education Funding Council (2003) maintains that programmes to assist graduates to thrive in the real-world context of the workplace by, providing opportunities to maximize the assets (knowledge) they acquire through the university experience, will optimise their successful transition into organisations. Work-integrated learning thus has a significant role in the development of graduate skills and competencies and to produce graduates that are more "work ready" (Coll & Zegwaard, 2006; Costa, 2009). Researchers argue that the structure of WIL programmes provides graduates with organisational and cultural experiences that facilitate mastery in a variety of work related areas (Ingram et al., 2009).

This research sets out to explore the effectiveness of a work integrated learning programme in contributing toward graduate employability from the perspective of the graduate interns who participated in the program. In the next section of the paper we will briefly discuss the relevant literature as it relates to the components (i.e. skills training and mentorship) of the work integrated learning programme.

2. LITERATURE REVIEW

Graduate Skills Requirements

The war for graduate talent necessitates the development of very specific skills required by the workplace in the 21st century. Companies are continuously assessing their current staff and future recruits on their soft and business/hard/technical skills (Clymer, Roberts & Strawn, 2001; Collective Resources, 2008). Many researchers have found that soft skills are an important contributor to the employability of graduate interns (i.e. Clymer, Roberts & Strawn, 2001; Coll & Zegwaard, 2006; Collective Resources, 2008; DPRU, 2007; Griesel & Parker, 2008; Menocelli, 2006; Pearce, 2007; Raftopoulous, Coetzee & Visser, 2009; Scottish Higher Education Funding Council, 2003). Some of the most important soft skills highlighted include amongst others: interpersonal skills, motivation, good inter-personal communication skills, business skills and etiquette, team spirit and cohesiveness and showing interest.

In addition researchers also identified academic and technical skills as an important category of skills required of graduates in the workplace (Clymer et al, 2001; Datta, Pellissery & Paul, 2007; Stanz & Mosoenyane, 2008; Raftopoulous et al., 2009). The lack of soft skills, workplace readiness and experience are many times the key consider-

ations why organizations require work integrated learning programmes as a part of the student's tertiary education (Eigsti, 2009; Kanye & Crous, 2007).

Mentorship

Mentorship also forms an integral part of work integrated learning programmes (Ingram et al., 2009). Mentors play a critical role in smoothing the transition of new graduates in the workplace and to make the transition from novice to expert (Beecroft, Santher, Lacy, Kunzman & Dorey, 2006; Berezuk, 2010). In most cases mentors are assigned to graduate interns to facilitate the learning process and guide the professional development and growth of the intern (Janse van Rensburg & Roodt, 2005).

Research has shown that protégés have greater career satisfaction, receive higher compensation and are more committed to their careers and organisations than employees without a mentor (see Henson, 2006; Ingram et al., 2009). Berezuk (2010) further maintains that new graduates can become competent and efficient more easily if they are guided by mentors. Previous research has shown that the mentorship process is an important contributor to the employability and retention of graduate interns, learners and artisans in organisations (see Mummmenthey & Du Preez, 2010; Pop & Barkhuizen, 2010b; Van Rooyen, Du Toit, Botha & Rothmann, 2010). Having a proper mentoring system and programme is therefore vital for the employability and retention of graduate interns (Beck-Howard, 2009; Eigsti, 2009; Henson, 2006; Lo & Ramayah, 2011).

Against this background the main objective of this research is to explore the effectiveness of a work integrated learning programme from the perspective of the graduates who participated in the programme. More specifically we explore the graduate intern's perspective of the effectiveness of the components of the programme i.e. soft skills training and technical skills training and mentorship toward contributing to their employability. This programme was established to appoint ICT graduates from designated groups on a work integrated learning programme and develop them during an eight month period to prepare them for employability and retention in the company. The programme focused on soft and technical skills training for the graduate interns in addition to mentorship. In this paper we focus on the descriptive and qualitative findings of the research as supported by the quantitative findings in previous publications (see Pop & Barkhuizen, 2010a, b).

In the next section of the paper we will present the research method adopted for this study followed by the research findings and discussion of the findings. We conclude this paper with recommendations for future research and practice.

3. RESEARCH DESIGN AND METHODS

An exploratory research design was followed using a combination of quantitative and

qualitative data collection methods.

Target Population and Sample

This research focused on an ICT company that has implemented a graduate internship programme for IT graduates. A purposive sample was taken from Graduate Interns (N=79), who participated in the internship programme. This represented a response rate of 61%. In this sample Graduate intern respondents were primarily male (52%), aged between 20-24 years (50%) and hold bachelor degrees (64%).

Measurements

A questionnaire was developed to measure the effectiveness of the components (i.e. soft skills training, technical skills training and mentorship) of the graduate internship programme

- **Soft skills** - A soft skills questionnaire was developed based on the content of the soft skills training in the graduate internship programme. The questionnaire consisted of 16 items. Each respondent was asked to indicate the extent to which the programme contributed to his/her competence in the skills listed on a scale from 1 to 5: 1 = to no extent and 5 = to a large extent. The respondent was then asked to rank the importance of 16 listed skills on a scale from 1 to 4: 1 = Insignificant and 4 = Very important. After completion of this questionnaire the respondent was asked to identify any other important skills that were not addressed in the internship training. Finally the respondent was asked to rank the five most important graduate soft skills.
- **Technical skills** – The respondents were asked whether the technical skills training contributed to their employability. Respondents were required to answer either Yes or No.
- **Mentorship** - An adapted version of the Mentorship Role Questionnaire (Janse Van Rensburg and Roodt, 2005) was used to measure the frequency of interaction, quality of mentorship and the roles of the mentor from the perspective of the graduate intern. The questionnaire measured the frequency of interaction, quality of mentorship and the roles of a mentor. The MRQ measure has a 5-point intensity scale: to no extent (1) and to a large extent (5), and never (1) to always (5). Mentors were asked to indicate the extent to which the graduate internship programme enabled him/ her to act as a mentor on a five point scale ranging from 1 = to no extent to 5 = to a large extent.

Open ended questions were included in each section to substantiate the quantitative findings. No research hypotheses were tested as the purpose of this paper is to report on the descriptive and qualitative responses of the respondents. Please refer to other publications on this research for hypotheses testing (see Pop & Barkhuizen, 2010a, b).

Data analysis

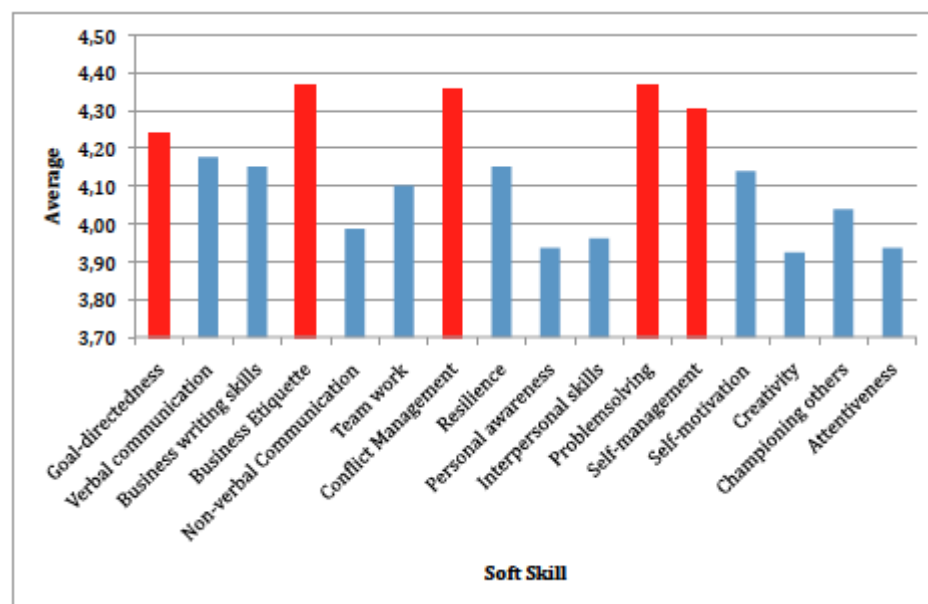
The quantitative data was analysed by using frequency analysis in SPSS. There reliability and validity of the quantitative measurements are reported elsewhere (see Pop & Barkhuizen, 2010a; 2010b). The qualitative data was analysed using content and theme analysis. In this paper, the qualitative results were used to substantiate the quantitative results.

4. FINDINGS AND DISCUSSION

In the next section of the paper, the research findings are presented as well as the discussion of the findings.

Findings of Soft skills training

The respondents were first asked to rate the contribution of the graduate internship programme to their soft skills development. The findings are reported in Graph 1 below.



Graph 1: Program Impact on Intern Soft Skills

The mean scores in Graph 1 show that there is a definite need for soft skills training for graduate interns as part of a work integrated learning programme. The overall results of the soft skills training indicate that the internship programme contributed to a large extent to the soft skills of the graduate interns. On average, the graduate interns indicated that the programme training contributed most to Business etiquette, Conflict Manage-

ment, Problem-solving, Self-Management and Goal-directedness soft skills.

Qualitative Findings

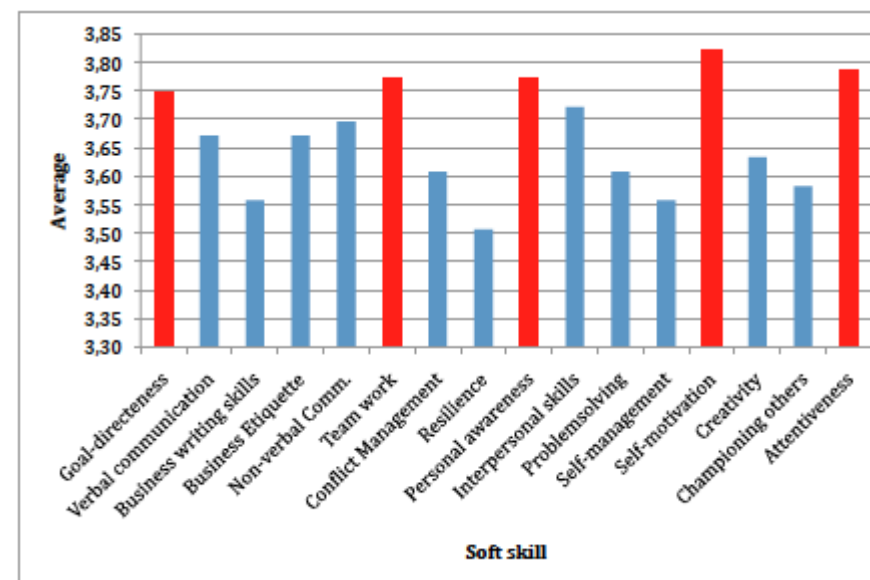
Some of the qualitative by the graduate interns included:

"I was looking for industry experience and I get more than I expected, the soft skill training motivates me even more. I can say the company is the best, they real know what they are doing"

and

"Internship enables one to get an on-the-job training at the same time adjusting to a corporate world in terms of how a business is run, professional conduct, dress-code etc. If conducted effectively it can produce excellent results - both to the company and an individual. It can be a very exciting opportunity and experience, the beginning of real world that enables graduates to successfully apply their academic knowledge in the corporate world. I strongly believe that organisations should invest in Internship Programmes."

The respondents were next asked to rate the importance of the graduate internship programme to their soft skills development. The findings are reported in Graph 2 below.



Graph 2: Importance of Intern Soft Skills Training

The overall results indicate that the interns perceive all the soft skills in which they re-

ceived training, very important. On average soft skills such as self-motivation, attentiveness, personal awareness and teamwork and goal-directedness were perceived as the most important skills. When asked to rank the most important soft skills graduate interns highlighted verbal team work, communication, self-motivation, goal-directedness and attentiveness as the most important.

Qualitative Findings

Some of the qualitative responses by the graduate interns included:

"Internship programme helps students to acquire skills so that they can get jobs easily, so I think it is very important" and "I think it's important that the company takes graduates and give them exposure to the workplace and get them ready for employment. I believe that the skills acquired during the internship programme will benefit a company in the long run".

In addition, graduate interns indicated people management, networking skills, diversity management, time management and listening skills as soft skills they would prefer to receive training in. One of the graduate interns for example mentioned:

"Ubuntu, although it might not be considered to be important by some people. The "Give a hand" project that the interns coordinated, taught us values that some of us continue to live by up until today".

Discussion of findings relating to Soft Skills Training

Our findings are in line with several research studies that found that the benefits of undertaking work experience while studying include developing a work ethic, developing personal skills, time management, relating to other people and workplace etiquette, communication (which in some disciplines were not considered to be taught as part of the degree) and applying learning and the ability to continue learning (see Clymer, Roberts & Strawn, 2001; Coll & Zegwaard, 2006; Collective Resources, 2008; DPRU, 2007; Griesel & Parker, 2008; Menocelli, 2006; Pearce, 2007; Raftopoulos, Coetzee & Visser, 2009; Scottish Higher Education Funding Council, 2003). Hughey and Mussnug (cited in Raftopoulos et al., 2009) also indicated that better decision-making and problem-solving skills help employees remain employable.

Findings of Technical Skills Training

Our findings showed that 82.3% of interns felt that their technical training contributed to their technical skills, while 17.7% indicated that it was not sufficient. Some of the qualitative responses showed that the interns identified the need for more job specific technical training for the positions they were appointed in during the internship programme.

As mentioned by one of the interns:

"Yes my expectations were met but not fully. I feel that interns need to be placed in the

field they had studied for at skill then let them explore other fields".

Another graduate intern added

"I was hoping to get lots of opportunities and develop myself more in the dynamic field of Technology but to some extent, there were limitations".

Other interns highlighted the need for the technical training to occur earlier in the programme.

Discussion of findings relating to Technical Skills Training

The above findings are important as science and technology stakeholders place considerable emphasis on cognitive (i.e. technical skills) in the employability of IT graduates (Coll & Zegwaard (2006). Our findings are also in line with previous research indicating that learning must include practical training (Bischoff and Govender, cited by Stanz & Mosoenyane, 2008). Recent research has identified the academic and technical skills as the most important category of skills required of graduates in the world of work (Datta, Pellissery & Paul, 2007; Raftopoulos et al., 2009). Clearly graduates need very specific skills in a technology-dependent workplace in the 21st century (Raftopoulos et al., 2009).

Findings on Mentorship

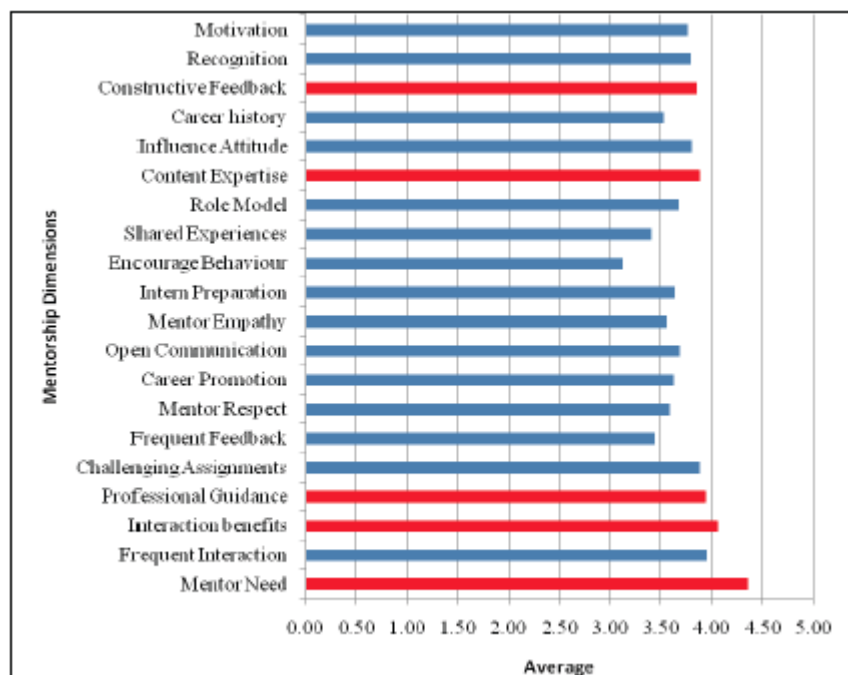
The findings on the mentorship roles are reported in Graph 3 below.

From Graph 3 it is evident that the graduate interns perceived the mentorship experience in the organisation positively. The findings clearly indicate a need for mentorship as an integral part of the graduate internship programme. On average, other findings also indicated that the intern benefited to a large extent from interactions with the mentor, received professional guidance from the mentor, received challenging assignments to improve his/ her competence mentors displayed content expertise and mentors provided constructive and useful feedback on interns' performance.

Qualitative findings:

The majority of the interns experienced the mentoring programme as positive as the programme offered them exposure and contributed to gaining more self-confidence and this in itself contributed to their own motivation. As mentioned by a graduate intern:

"My mentor/s had confidence in me and instilled a lot of knowledge and etiquette of professional conduct. My mentor/s gave me practical hands-on experience and how I should handle problems."



Graph 3: Findings on Mentorship

Another graduate intern stated:

"I personally feel privileged to have had a mentor who was concerned and interested in our development. I received more than I bargained for"

and

"It's very important that you have a mentor who is always willing to help and guide you when you need it. I believe mentorship in internship programmes motivates interns and makes them more productive."

A few interns experienced their mentors as unwilling to share knowledge as they were threatened by the interns and in these instances even though mentors had a willingness to support the programme they did not demonstrate the required interpersonal skills to guide the intern, which resulted in a negative experience for the intern. As mentioned by a graduate:

I think there should be a greater priority placed on finding suitable mentors as it plays a huge role in moulding an intern. It can clearly be seen that lackadaisical mentors (due to

their personal growth within the company or just by nature) lead to lackadaisical interns which is not a good quality for growth."

Another graduate intern added:

"The mentor I was placed under was not the right person to mentor young professionals coming into the business. I gained more from other senior members than I did from my mentor. I feel no background check was done when selecting mentor i.e. no consideration was given who would add the most value in development of the intern."

Discussion of findings relating to Mentorship

From the above findings, it is evident that there is a need for mentorship as an integral part of the graduate internship programme. A mentor, who guides supports and counsels youth as they navigate their way through the world of work, will thus yield positive results (Stanz & Mosoeunyane, 2008). In this context, our findings support the mentee benefits as indicated Ingram et al. (2009). Furthermore, our findings also confirm that the role of the mentor is indeed to guide the professional development of the mentee and knowledge, experience and organizational perspectives are shared candidly within a context of mutual respect and trust" (see Janse van Rensburg & Roodt, 2005). In this research it was also evident that the role of the mentor is indeed to guide the professional development of the mentee and knowledge, experience and organizational perspectives are shared candidly within a context of mutual respect and trust" (see Janse van Rensburg & Roodt, 2005; Kram, 1985). In addition, our findings also highlighted the need for matching the right mentor and graduate intern to ensure the success of the mentoring process (Berezuiq, 2010).

5. CONCLUSION

In conclusion, our research highlighted the importance of soft and technical skills training and mentorship as an integral part of an effective work integrated learning programme. The overall findings of the soft skills training indicated that the internship programme contributed to a large extent to the soft skills of the graduate interns and were also viewed as important for graduate employability. Based on the findings one can thus conclude that the graduate internship programme contributed to the most important soft skills identified for employability. The majority of the interns experienced the mentoring programme as positive since the programme offered them exposure and contributed to gaining more self-confidence and this in itself contributed to their own motivation. The results clearly indicate a need for mentorship as an integral part of the graduate internship programme.

Limitations

As with any research, this study also had some limitations. First, a purposive sample was used at one specific ICT company. This means that the findings of this research

cannot be generalised to the wider population. Secondly the sample size limited the research in terms of the types of data analyses that could be used. For example, the demographic distribution of the sample limited the researchers in terms of Anova analyses to test for significant differences between the components of the work integrated learning programme. However, the type of data analyses in this paper is sufficient for the objective that we wanted to achieve for this research

Recommendations

The following recommendations for future research are posited:

The present research took the format of a post-test only. This limited the researcher in terms of determining the contribution of the soft skills training, technical training and mentorship from an intern and mentor's point of view. Action research should be undertaken with intervention training where measurements can be made on a consistent basis to determine whether the internship programme contributes to the soft skills of the graduate intern progressively. The methodology to measure soft skills should also be expanded to include observations.

The data gathered, analysed and interpreted by this research allows for the following recommendations when implementing a work integrated learning programme:

Training

- Conduct technical and soft skill training earlier in the programme
- Align graduate qualifications with relevant business unit or department

Internship Programme Process

- Reduce numbers of interns in order to make the programme more manageable
- Increase remuneration as intern shows progress and performance
- Rotate interns in order for them to discover their interest
- Consider extending the programme to a full year

Mentorship Process

- Formalise daily activities in a more structured manner
- More regular feedback from management on intern progress
- Shadowing senior employees

- Line managers and mentors need to inform their respective departments about interns being placed in their environment
- Line managers and mentors that indicated a need for interns need to ensure enough work is available to keep interns busy
- Implement a structured training and development plan per intern in business area appointed

Mentor Selection and Involvement

- Ensure that mentors are suitable and have the inclination for mentoring
- Managers play an essential role in the success of the programme, therefore buy-in from the business to support the programme from the beginning to end is essential

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The Hub—an agriculture Innovation Initiative

Zimbabwe

By: Nyemudzai Musabayana (TCYL Participant)

Background

The hub is an agricultural initiative which was developed in Zimbabwe. It was necessitated by the fact that small holder farmers could not access finance on their own due to a number of factors.

When the hub was implemented it came about as a result of the desire of a successful commercial farmer who was surrounded by many small scale farmers who did not seem to be developing in spite of the efforts by government and NGO'S to assist small scale farmers. From the time the commercial farmer started farming, there had been significant improvement on his farm due to government support initiatives, interventions by international organisations as well as support from banks. For the small scale farmers however there was stagnation in spite of all these interventions

The development of the hub was necessitated by the fact that small holder farmers could not access finance on their own due to the following factors:

- Lack of knowledge of existing financing schemes
- Lack of education to produce a sellable business plan
- Lack of collateral
- Poor access to markets
- Diseconomies of scale in procurement of inputs and delivery of output to markets
- High transaction costs
- Lack of adequate infrastructure on the small scale farms.
- Risk of lending to an individual small scale farmer.

How the Hub was Implemented

Lead organization – BANK

Summary

- Hub Agric Finance is an innovative product designed to increase funding to small holder farmers who are currently finding it difficult to access finance.
- Finance for the small holder farmers will be accessed through a lead farmer (The Hub).

- Bank will maintain relationship with the hub farmer while hub farmer will appraise the smallholder farmers.
- Funds will be availed to the lead farmer following appraisal of project proposal of the lead farmer and the small holder farmers.
- Lending is on 100% recovery basis
- Funds will be disbursed directly to suppliers of inputs, equipment and services
- The lead farmer who shall be the contact point with the group's financiers is expected to be adequately skilled and experienced and is able to mentor and assist. The hub is entitled to a concessionary interest rate and also an administration fee which is 10% of the lending margin.

Stakeholders and beneficiaries

- Small holder farmers,
- Commercial farmers,
- Farmers Unions,
- Financial institutions,
- Government,
- Inputs suppliers,
- Agro processors,
- Buyers,
- Support institutions,
- Insurance,
- Local leadership.

Aim

Attain food security in the smallholder farming sector by 2015 thereby contributing to poverty alleviation.

Long term outcomes

- Self sufficiency of small holder farmers and maximum contribution to national food security.

- Skills and technology transfers.
- Sustainable economic growth and development.
- Develop them into commercial farmers.
- Optimum land utilization.

Objectives/targets in SMART format:

- To fund at least 2000 small holder farmers by June 2012.
- To capacitate at least 2000 small holder farmers on technical and basic business management skills by December 2012.
- To ensure 100% land use under the scheme, by 2015.
- To achieve national recommended yields, by 2013.
- To achieve a loan recovery rate of at least 80% by 2014.
- Sustainable and profitable land use by 2014.

Achievements So Far

- Through this programme in the 2010-2011 season 100 small scale farmers were funded.
- The maize yields of the small scale farmers were increased from 1.5 tons per hectare to 4 tons per hectare.
- 100 small scale farmers received technical training at the hub farm in areas of efficient crop production
- Farmers were encouraged to form companies as opposed to operating as individuals

WASAA—Women In Agribusiness In Sub-Sahara Africa Alliance

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Theresa Mazoyo, WASAA President, Zimbabwe (TCYL Participant)

1. BACKGROUND

Women in Agribusiness in Sub-Sahara Africa Alliance (WASAA), is a grouping of Women Entrepreneurs from the Sub-Sahara African Countries, focusing on creating a strong and reliable Network of Women in Agribusiness. It is a regional Initiative that intends to see women from all walks of life in the sub-region reaching economic Independence and bringing back the honour and dignity of self-sufficiency to the African household. WASAA is a not-for-profit organization, officially registered in Mozambique in May 2010, and now operational in Twelve countries; Angola, Burundi, Kenya, Malawi, Mozambique, Rwanda, South Africa, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. The WASAA Zimbabwe Chapter was registered in Zimbabwe on 23 July 2010.

2. WASAA ZIMBABWE

WASAA's Vision in Zimbabwe is to promote Women in Agribusiness, by addressing challenges faced by women in agribusiness.

The main challenges experienced by WASAA to date include lack of agricultural Inputs, financial exclusion due to lack of collateral & their geographical location, and lack of commodity markets. Despite all these challenges, WASAA has made huge strides in meeting its objectives by innovative financing of agricultural projects:

2.1 Contract Farming

WASAA negotiated soya and maize contracts for 115 woman smallholder farmers to do 597 hectares soya and 590 hectares maize, resulting in minimum yields of 1,200 and 2,400 tones of soya and maize respectively. The women had no collateral to secure the facilities, and WASAA organised them into groups of 10 and 20 women, each with a leader to ensure implementation. Inter-group guarantees were used to secure the facilities and implementation and repayment is by peer pressure. The Group lending methodology has circumvented the requirement for tangible collateral security.

2.2 Agro-dealership Training

WASAA participated in the COMESA Rural Agro-dealership Programme, and had 200 women agrodealers trained under this programme. WASAA has negotiated a consignment stock facility with fertiliser manufacturing companies to have the shops for these trained agro-dealers stocked. The issue of collateral has been addressed through insur-

ance companies. WASAA has deployed resources throughout the country to assist the agrodealers on maintaining stock cards and submission of monthly sales returns to the fertiliser companies. This programme is ensuring that the smallholder farmers have agricultural inputs as close to their rural homes and farms as possible.

Irish Potato Production Programme

WASAA organised Potato Growing Training Programmes for the women smallholder farmers with irrigation facilities. To date over 180 smallholder farmers have been trained. To compliment the Training Programme, WASAA negotiated a 120-Day Credit Facility for the women to have access to agricultural inputs: fertilisers and chemicals, without collateral. The Group Lending Methodology is being used to ensure implementation and repayment. WASAA is assisting with the marketing of the Potatoes.

2.4 Tomato Growing Programme

WASAA negotiated a Facility with a canning factory in Harare, where smallholder women farmers will be trained to grow tomatoes, and thereafter contracted by the company to grow tomatoes for its canning factory. An initial 30 hectares of tomatoes will be grown under this Programme.

2.5 Piggery Project

Women have been trained in piggery projects. A buying contract has been entered into with a top Pork processing company in the country. Over 100 women are involved in this project. To complement the training, a 180-Day credit facility has been put in place for the women to access piggery feed and repay from their sales proceeds.

2.6 Poultry Project

A 60-Day Facility was put in place for women to access poultry feeds for their projects. Again group lending methodology and close monitoring by WASAA are being implemented.

2.7. Traditional Chickens (Road-runners) Project

Women in the rural areas are being mobilised to grow the African traditional chickens (road-runners), which do not require special feed, and are therefore not expensive to grow. A market has been sourced with restaurants and hotels, specialising in traditional African food to buy these chickens from the women. Every household in the rural areas keeps these traditional chickens in small quantities. The production has not been successful in the past due to wild reptiles and hawks that eat the chicks. WASAA is distributing cages to protect the chicks for their first 6 weeks when they are still vulnerable to these pests. Soft loans will be advanced to the women to buy the cages and feed for the first 6 weeks. At least 2,000 women are expected to participate in this project, and the possibilities of an export market is also being explored.

3. WASAA MEMBERSHIP

Within the short time that WASAA has been in existence, WASAA commands a mem-

bership of over 2,000 women in the eight agricultural provinces of the country. It is envisaged that the membership will grow to over 6,000 women before the end of 2011. WASAA is encouraging its members in the remote parts of the country to own cell phones as a means of communication, and internet.

4. IMPACT ON THE HOUSEHOLDS

It is anticipated that WASAA would have impacted on at least 6,000 households by the end of 2011.

CONCLUSION

WASAA has made strides in addressing challenges faced by the smallholder women farmers by addressing such issues as:

- Unavailability of agricultural inputs
- Running businesses
- Taking farming as a business
- Requirements for collateral
- Financial exclusion.

WASAA Zimbabwe believes that if women are adequately resourced, Zimbabwe will again become a bread basket in the region. WASAA continues to look for opportunities for women in Agribusiness.

Other papers by people whose conference participation was partly sponsored by SAFRI.

Develop It Zimbabwe

Harare, Zimbabwe

GROUP CEO, Mr. Samuel Mudavanhu

He has not participated in any previous SAFRI-related events or workshops.

Mr Mugavanhu was recognised within the framework of the Harare Chamber of Commerce and Industry's Entrepreneur of the Year competition, and took up the offer SAFRI made to finalists to subsidise their participation in the conference. This is his story.

Born on the first of January 1972 in rural Gokwe the man had a vision of changing the fortunes of the country's property sector and has so far made great strides towards contributing to the country's gross domestic product.

The man has seen it all in terms of business management through experience gained in the public service and the private sector. In 2002 he resigned from the public service where he worked as a clerk for four years and that was the turning point for Samuel Mudavanhu.

Started with a commodity broking firm, followed a retail outlet, hardware among other strategic business units. In 2006 the group acquired land from government where over 230 residential stands have been fully serviced while low cost flats are at different levels of development in Budiriro suburb.

With the country's economy constrained in the last decade, the firm diversified from property into the educational sector which has seen the establishment of Maranatha Junior School in 2009 and has an enrolment of over five hundred children. In its debut as an examination centre last year, the school achieved a hundred percent pass rate, an achievement which marked the birth of a giant in the country's education sector.

Being a visionary, the Group Chief Executive Officer of the firm has embarked on starting a high school in January 2012 while plans of setting up a university are taking shape.

The school exhibited at this year's Zimbabwe international trade fair in Bulawayo on the invitation by the ministry of Education, Sports, Arts and Culture.

Other firms under the holdings company include a printing company-Red Dot Litho, Worth dwell Real Estate and Danfil Investments. Samuel Mudavanhu is married to Barbara and have three children.

DEVELOP IT ZIMBABWE HOLDINGS

MISSION STATEMENT

To consistently provide expert, inspiring solutions to meet residential, commercial and industrial property needs of all Zimbabweans and providing high standards of education

suitable for any school in the country and beyond.

VISION

To be Zimbabwe's leading brand and powerhouse in property development and educational curriculum.

BACKGROUND

The holding company came into existence in 2001 after the Directors quit formal employment to pursue business opportunities in printing after getting a tender to supply and photocopying services to Africa Virtual University. It was out of the profits realised that ALLQUIP Trading was formed which later gave birth to other business units such as Danfil Investments, an information technology firm, Red Dot Litho, Worth-dwell Real Estate and Apollo wholesalers.

Directors of Develop-it Zimbabwe sold their only family home under construction to form seed capital for the first ever property development venture in Tynwald Harare and that was the turning point for Samuel Mudavanhu, with more success in the property market the company led to the formation of Develop-It Zimbabwe Holdings.

MANAGEMENT

The company is led by qualified people who translate the firm's vision, mission and corporate objectives into practice as a motivated, competent and dedicated management team.

With the current economic challenges there is need for an organisation to engage people who can turn the fortunes of an organisation at every level of management.

GROWTH STRATEGIES

With the property subdued, efforts are being directed towards the growth of the organisation which hopes to ensure that by the beginning of next year a high school will open its doors. The coming on board of the high school will be a great achievement, while plans are already underway to establish a tertiary institution in the form of a university in the near future.

The quality and standards of an organisation are evident on the success of the 2010 pupils who had a 100 percent pass rate in the school's debut as an examination centre.

Servicing residential stands of over 230 is a plus for an indigenous organisation which continues to satisfy customer's needs in the shortest possible time.

SOCIAL RESPONSIBILITY

As a holdings company, a number of activities have been carried out with the latest being donations to various schools amongst them Warren Park 4 Primary school and Kambuzuma High 2 where Mr Mudavanhu was a student. The holdings company pays school fees for fifteen competent children at Maranatha Junior School and at Kambuzuma High 2 to ensure that underprivileged children have access to quality education.

ECONOMIC DEVELOPMENTS

Since the coming on board of the company, a number of things have changed in the economic perspective. The switch from the Zimbabwean dollar to the United States Dollar has created animosity between property developers and prospective property owners.

Most of the money was locked into banks and as an organisation, we are finding it difficult to explain to customers about the way forward. The coming of the foreign currency has stabilised the economy and It is our hope that it will remain that way.

HUMAN RESOURCES DEVELOPMENT

Human resource being the backbone of any organisation, training workshops are carried out quarterly to ensure that employees have an understanding on new developments in the world of business. This is done to ensure that the organisation remains competitive in the current challenging environment.

LEADERSHIP

The organisation is led by a visionary and strategist who believe in the growth of the organisation. The experience gained in several business institutions and public service in Zimbabwe before founding Develop It Zimbabwe Holdings. The group chief executive officer has been running businesses in commodity trading, retailing, hardware and wholesale. Supported by the Finance / Marketing Director's wife, Barbra who is a seasoned marketer. The setting up of the school is one of the targets which have been achieved by the organisation and is a member of the Real Estate Council of Zimbabwe. Other targets which have been set are the opening of a high school in January 2012 and subsequently a university.

CORPORATE GOVERNANCE

The organisation is run by a board of directors from different professional backgrounds. Develop it Zimbabwe is driven by the need to satisfy clients, flexibility, maximising employee potential among other values. By thriving to be the leading brand in the country employees are highly ethical in dealing with clients.

SUMMATION

With the current macro-economic environment the company is anticipated to expand into other towns while the school will spread its wings in the SADC region as a long term strategy.

The organisation is being managed by competent individuals who have high aspirations as far as changing the fortunes of the organisation is concerned complimented by constant team building workshops that put them closer to the economic dynamics.