

THE TUBULAR BELL

JULY 2023

The editor appeals to all employees to submit articles for consideration in our next edition scheduled for December 2023.

Articles can be anything of likely interest to our readers but should not contain controversial topics such as religion, sex or politics, neither should it contain any vulgarity.

Other than that anything goes. Perhaps there are family scholastic or sporting achievements you wish to share, community activism, hobbies that are worth sharing.

Suggestions on how to improve our newsletter are also welcomed.



Did you know that:

- CTA has formed a USA company
- Copper Tubing America will distribute medical grade piping into the USA market from its base operation in San Antonio



MESSAGE FROM THE EXECUTIVE

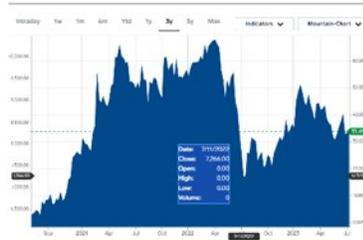
THE POWER OF INTENTIONAL COMMITMENT

There is transformative power in intentional commitment. We encourage you to unleash the power of intentional commitment in all aspects of your life. Pursue your dreams relentlessly, regardless of the challenges which may arise. Stay focused, stay resilient, and let your commitment guide you through the inevitable ups and downs.

Believe in yourself, trust the process, and let your intentional commitment be the catalyst for your success.

Chairman's Update

Almost a year ago (July) the global market pricing for commodities like copper slumped by nearly 30% in US Dollars. At For CTA this decline was partially mitigated by the Rand/US Dollar exchange rate also deteriorating. It still meant CTA with nearly 3 months stock on hand in raw material, work in progress and finished goods, needed to oblige customers with a price reduction while stocks were still expensive. This took a few months to work out of the system. The roller coaster ride has not stopped as you can see from the graph below. On top of this the rate of exchange of the Rand versus various currencies and the US Dollar has also seen the weakest levels ever.

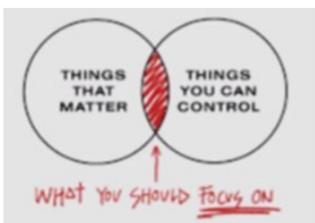


A war is still in progress in Ukraine, global developed economies are still seeing a significant GDP pressure with rising inflation. Recession in some sectors of the world is happening and even China at this moment is showing economic stress.

In our own country our economy is not doing well. We continue to see high food and fuel prices, significant level of Eskom load shedding and now water has become an intermittent supply. The 20% decline in DIY consumer spending in our markets seen over 2022 has not recovered yet. The UCC machine has been rebuilt and SCADA monitoring happening, the new IT system issues have been resolved. , Significant work has been put into effect to mitigate power and water shortages despite recently seeing issues with the new generator which is being resolved. The complete redesign and arrangement of the receiving, storage and dispatch areas is nearly complete. New vehicles and a side lifting forklift has been received.

Overall, the CTA business has worked hard at many initiatives and the team has performed well. All of the new management appointments have integrated well. Cash management, stock control and margin retention in a softer market environment is a significant headwind which the team will manage in their full hearted commitment to the business.

A very important part of our strategy is medical exports and the process of establishing our office in St Antonio Texas has got underway. Another part of our strategy is selling full basket products and the concentration will also be on non-SABS. In terms of learning from our mistakes, the structure surrounding inventory management has been reviewed and stocktakes are going to become a regular part of all our lives. So far its been stunning. We are putting a lot of emphasis on the relationship between the leadership of the company and you our partner employees. Improved communication, toolbox talks, workplace forums, 5S continuous improvement and an employee assistance program from KAELO which will give Counselling, Coaching, Care and Support; free of charge.



There are many things we have no control over. There are also many things that do not matter. **Focus on what you can change and what matters. “William you most of all”** Then we will all win. I believe that we can do anything with the help of you, our staff, our suppliers, our shareholders and partners.

Robert Spoon



SHEQ 5S PROGRAM REVIVAL

We implemented the 5S program in CTA in 2019 and have been using the concept for housekeeping for the past four years. In the last 4 years there has been a major improvement. There is still a long way to go and it is evident that with changes in organization and structures some folks have forgotten what it is all about. So let us refresh. **5S** is a workplace organization method that uses a list of five Japanese concept successful words used by Toyota in SA. :-

seiri (整理), *seiton* (整頓), *seiso* (清掃), *seiketsu* (清潔), and *shitsuke* (躰).

These have been translated as "Sort", "Set In order", "Shine", "Standardise" and "Sustain".

The list describes how to organise a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The decision-making process usually comes from a dialogue about standardisation, which builds understanding among employees of how they should do the work. The 3 slides below give a quick overview and the implementation program on the following page will give the area leaders the tools to work on their respective areas.



5S implementation program – Check points

Phase No.: 01 SEIRI (SORT)

Which parts are occupying unnecessary space? Can I shift those to any other appropriate location?
 Are tools easily found when required? Are any tools lying in floor space? Can those be shifted to racks?
 Are any parts of machine (Replacement parts) & or supporting equipment lying on floor? Can those be moved to their designated locations?
 Are unnecessary papers lying in area? Can those be filed?
 Are in process lots lying in area, required to be in the department? If not can those be moved to stores & or next operation?

Phase No.: 02 SEITON (SET IN ORDER)

Which in-process items can I shift from my area? Where? Is it appropriate (also ensure for replacement part of machine)
 Are the tool / racks properly arranged? Are tools being arranged products wise/ operation wise?
 Are tools boxes provided near machine & are general purpose tools stored in the boxes?
 Is process scrap falling in equipment or on floor? At which machine can I get rid of scrap on the floor?
 Are dustbins provided in my shop? Area those used for waste accumulation or is waste still thrown on the floor?

Phase No.: 03 SEISO (SHINE)

Are yellow lines for area demarcation maintained? If not where can I improve / rearrange?
 Is identification on machine & tools maintained properly? If not where can improve / re-identify?
 Near which machine is scrap accumulation evident? Can I remove it properly?
 Floor, ceiling, machine tools & visual displays free from dirt, oil, and cobwebs? How can I manage these?
 Is sufficient lighting & ventilation available in any area? If not how can I improve it?

Phase No.: 04 SEITON (SYSTEMISE / STANDARDISE)

Are daily cleaning / housekeeping tasks regularised? What is the visual impact?
 Are oil/ grease applied for machine / tools not in use? Does it ensure no unnecessary spillage to floor?
 Is daily scrap removal being arranged? Which machines operators show improvement?
 Area routine responsibilities for housekeeping allocated or combined with daily activities or still I need to get things done forcefully.

Phase No.: 05 SHITSUKE / SUSTAIN

Am I confident to maintain housekeeping? Min. how long will it last?
 Any complaints from other departments regarding materials dumping? Do they agree for no problem status since when?
 Improvements in subsequent housekeeping audits summaries?
 Space recognition of any (appropriate by other department supervisor, HOD or management)
 Support required from management if any

The scores for June reflected as below. The improvement in the stores and dispatch is pleasing.

RESULTS	MAY			IMPROVEMENTS	RESULTS	JUNE		
POSITION	AREA	SCORE %	SCORE (AVE OUT OF 5)		POSITION	AREA	SCORE %	SCORE (AVE OUT OF 5)
1	WAREHOUSE (Fitting Stores)	79%	3.93	2	1	WAREHOUSE (Fitting Stores)	81%	4.06
2	DISPATCH (Finished Goods)	78%	3.88	2	2	DISPATCH (Finished Goods)	80%	4.02
3	ADMINISTRATION	79%	3.95	0	3	ADMINISTRATION	79%	3.95
3	TUBE MILL	61%	3.04	17	3	TUBE MILL	78%	3.88
4	TECHNICAL SERVICES DEP	75%	3.75	-1	4	TECHNICAL SERVICES DEP	74%	3.71
5	CASTING SHOP	66%	3.30	5	5	CASTING SHOP	71%	3.53

Our American Journey - Mark Wynn, Sales and Marketing Executive

Copper Tubing America is a new company we have established in the USA to target mainly medical grade customers in the American market. A detailed report on the USA highlighted the opportunity to market our medical grade tube.

I recently had the opportunity to visit San Antonio, Texas in the USA with the objective of meeting with our prospective agent (Johan Coetzee) to target Medical Grade tube grade tube customers in Texas. My trip did not start well with the plane parked on the runway at OR Tambo for over 3 hours due to a mechanical problem. As a result I would miss my next flight from Heathrow, London to the USA. This was rescheduled and I made it eventually.

The first thing that you notice when you land after sitting in an airconditioned plane is that San Antonio it hot and humid. We decided to visit a Ford dealership to get an idea of what vehicles are available. The pick-up trucks (bakkies) are mostly 5 Litre V8 or V6. When looking at prices of the vehicles you soon realise that converting to Rands is not something you should do as you do not get many vehicles under R800k.

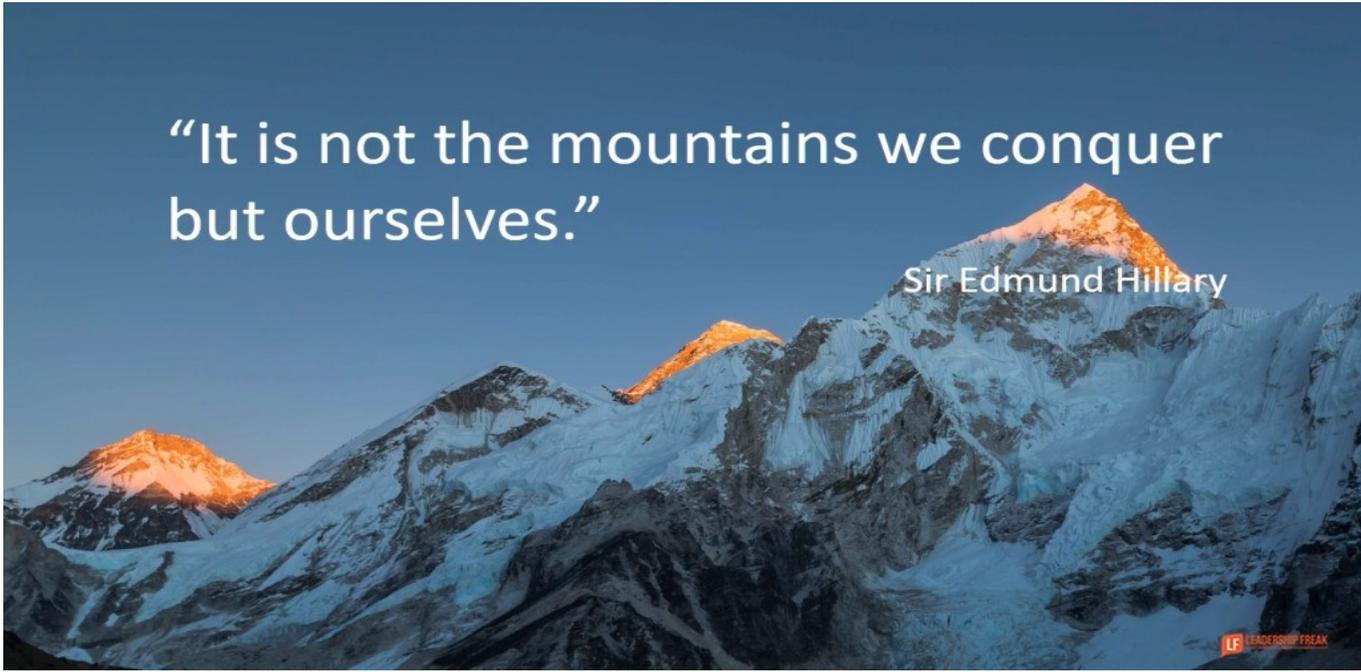
San Antonio has an extensive highway infrastructure and there is a lot of new highways being built. Some of the highways will be about 80 meters above the ground. We met our estate agent who showed us the properties that she had available for rent. Most of these were far out of the city or not suitable for other reasons. Johan then managed to get another estate agent to help us hunt for the right space. This turned out to be very successful and she showed us a number of suitable properties.

Medical grade installations are done by master plumbers in the USA. To assist with targeting these customers with the right message and establish the CTA brand in the Texas market we met with a marketing agency (Anderson Marketing). One of the ladies even had a Springbok jersey on. It turns out she is married to a South African. They were very interested to in doing work for CTA and we await a proposal from them.

We visited and contacted a number of customers in and around San Antonio. The customers were mostly friendly and a few asked us the mail our brochures to them which we did. The customers confirmed that there will be a number of new opportunities as there is a growing need for more medical facilities.

Houston is the next big city in Texas that could be targeted.





“It is not the mountains we conquer
but ourselves.”

Sir Edmund Hillary

THE CLIMB TO SUCCESS - Fuzail Abubakir, KZN Rep, operating out of our Durban Branch

My story starts off in April 2015. I was raised to always seek success by earning it. I started in CTA DURBAN as a driver. Coming from an average home I am always grateful for every opportunity that is dawning upon myself. Ever since I was little, I should love introducing people to new and profound aspects of life. Growing up, trying to make the best out of every situation dished out was always challenging but thus far I have always overcome obstacles and hurdles.

I had started fresh out of my matric out in the field of a hardware component assistant. Building and loading software for computers. Slowly worked my way into administration after a year. As I am a person to strive to better potential, I had taken a cashier position in a tile company. A totally new environment. I had worked in the company and within a year I had asked to be allowed to go into a sales rep. from thereon I sought after better places where I can learn, adapt and grow. I once again after 4 years decided to go into a different field. This time it has been in a travel agency.

Once again, I've been given the opportunity to become a travel consultant. It was a completely vibrant and amazing industry however due to the long strenuous hours I decided to keep an eye out for another avenue. So, then the chapter of Copper Tubing Africa started.

April 2015 started a new field of a driver, a completely different surrounding compared to what I was used to. We started off with a small team but amazing team. I worked for 6 years as a driver seeking a sales position or being part of the technical division. I have learnt strategically of how the plumbing industry worked. From working within 3 drivers and one packer to going down to just 3 drivers. Packing all long-distance trips and still packaging my own deliveries. This has taught me versatility and determination. For almost 3 years I had worked with another driver. Doing 6 long distance trip together with local deliveries we pulled through. Even though this chapter became relatively difficult but it allowed me to learn every route we use in CTA DURBAN for all out clients and deliveries. Needless to say, I didn't realize that this will assist me in my new segment within the same company.

This has implemented teamwork in myself. Working together and understanding is the only method that every individual becomes great. Finally, after 7 years I had been given the opportunity to go into technical sales. Personally, I believe in myself knowing that I've been put through many difficulties but always rose above all. I used all the knowledge I have gathered in working in CTA to my advantage seeking the familiar faces to networking within the industry. I have firm belief that I will make this position and opportunity a success.

I thank my manager for believing in me and supporting me in my strive. A lesson learnt, no matter the time no matter the obstacles faced. Hard work and determination are the only avenues that can carry you to the goal you set for yourself. Not everyday is sunshine but there is always a rainbow after a rainstorm.

By Henley Business School*

19 Jun 2023

South Africa urgently needs a national movement of competent young people equipped with management skills to get things done, and it's traditional education approaches can achieve this.

The time for young Africans to shine on the world stage has arrived. In a recent report, global consulting giant, McKinsey says that Africa's young, growing, urban and tech-savvy populations are likely to become a key source of future talent in an ageing world. Young people are critical for economies, because you have "[fluid intelligence](#)", which is shorthand for the ability to engage with new ideas, think creatively and solve problems, and are therefore a source of much-needed innovation and regeneration.

This is something many of us have known for a long time. African talent and intelligence, especially among our young people, knows no bounds, and in a very real sense, we can't do without them if we want to build strong and resilient economies. And yet we continue to do things that make it harder for young people in this country to thrive. As a result, inequality has endured, and in fact worsened over the last few decades.

A key problem is a lack of access to quality education – and in particular higher education. Right now, we are losing out on more than half of our country's human potential; just 4% of South Africans who start school go on to graduate from a university or a Technikon in this country – compared to about 50% in a more developed context.

We'd have to be incredibly short-sighted or willfully ignorant to ignore the massive opportunity that this white space of talent is indicating. We urgently need to develop alternative – and practical routes – to allow more young South Africans to access quality education. Traditional universities are great at training elites, but what we really need right now is a national movement of skilled and confident managers that can get things done. People who are not afraid to trial new ideas, even if they are not perfect, who know how to work with money and motivate others and to take others with them as they rise.

You will have heard a lot about the shifting skills that are needed to survive in the workplace of the future, defined by its turbulence and uncertainty. But one of the requirements that is likely to endure will be the need for skilled managers who can bring it all together.

A good manager is the secret sauce that makes everything else happen. We love to celebrate leaders, but it is the sheer discipline and capability of trained and seasoned managers that will grow businesses and economies.

This is not to say managers can't be leaders — separating the two is a false and dangerous dichotomy. All the best leaders in the world are also excellent managers; that's a fact. Imagine if we had thousands of leaders who struggle to manage. Then imagine what would happen if we had thousands of good managers for whom leading is part of their skills. Who would you bet on to build business, to build South Africa, to build a continent?

At Henley Africa, we are building a national movement of brilliant managers, who have what it takes to get things done and make things happen. An obvious place to start is with the many hundreds of South Africans that have had to bypass further education and go straight to work because they need to make ends meet, or they don't qualify for tertiary education. Our unique Ladder of Learning offers them an alternative route to the top of their game; a set of fully-fledged modular qualifications from NQF Level 5 (equivalent of a first year of university) to NQF Level 9 (which is master's level), allows working students to get the same qualifications as they would at university, but studying part time at their own pace, while they work – and earn.

Just the other day, the Department of Public Service and Administration (DPSA) [admitted that almost 2,000 senior managers in government](#) at both national and provincial levels are considered to have no qualifications for the positions they occupy.

That's not on them alone, that's on us, the tertiary education sector and the education system in this country that is keeping people trapped in poverty and mediocrity.

The highest adrenalin shot we can give our economy right now would be to transform these working populations, by giving them the management practice skills they need to grow in themselves and their careers; and to allow them to acquire these skills while they work and earn.

A significant advantage of this approach is that it also means students can apply what they are learning as they go along – which helps to embed and make real the theory. It is in this process of learning and applying, failing and trying again, that people can start to build their resilience and wisdom. This is where the rubber hits the road so to speak. Rather than just generally encouraging people with motivational hype or by giving them the high-level theory, we need to give them the ability to actually deal with the challenges they will encounter ahead.

Confidence is vital in business, but it can only be attained through actually successfully overcoming challenges, and becoming honestly familiar with your strengths and weaknesses.

For too long people have confused poverty with a lack of intelligence. I call it povertism. It's a psychic crime, and it's costing all our futures. But we may have reached a tipping point as the world comes to understand and appreciate that young African talent *is* the future.

This National Youth Day and Youth Month has been themed: "Accelerating youth economic emancipation for a sustainable future". I'd rather call it: "Igniting the flame of economic liberation in the youth, sculpting a future that defies limits" However you say it, those of us in tertiary education – business schools in particular – need to move fast with an activist spirit to give young people the access they need.

There are many things we can do, from radically overhauling South Africa's extensive TVET (technical and vocational education and training) network, introducing short non-degree learning courses at universities and business schools, partnering with international learning institutions and, critically, making it all available online so that people can learn while they earn without any of the customary South African barriers to higher education.

If we want to realise McKinsey's vision – no, our vision, our mandate – of developing skilled and talented youth who are the envy of the world, we need a revolution in education. We have to give people hope and harness them in a movement to make our world future-proof. I refuse, and so many of my colleagues refuse too, to allow our young people to be left even further behind and less able to cope as the world becomes increasingly inhospitable and inimical. We will do better. **DM**

Author: *Jon Foster-Pedley, Dean and Director of Henley Business School Africa and International Business School which has campuses in Johannesburg and Cape Town and has been working in Africa for more than 30 years. He is also the Chairperson of the Association for African Business Schools.*

*This article was extracted from the online publication the Daily Maverick.

CTA Skills development initiatives

The company has partnered with a skills development company and initiated a learnership programme for identified talent within the business. The learners are on a twelve month NQF Level 3 Generic Management course as part of their career pathing plan.

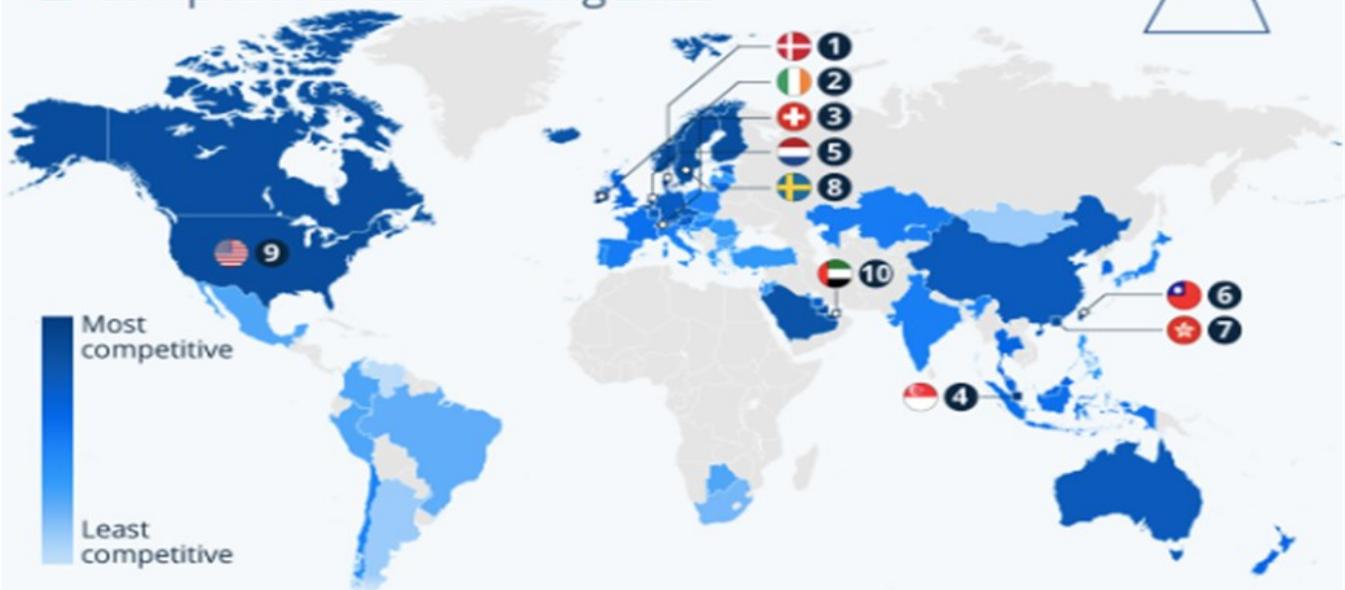
The 14 learners have each been assigned a manager to mentor them.

The company also invests in apprenticeships and has done so every year for the past 30 years and more. Our current Technical Services Manager, Manufacturing Manager and one of our electricians have all been through the apprenticeship programme. We currently have three participants at various stages of their apprenticeships in electrical, mechanical and tool & die making.

Many apprentices have been appointed as artisans upon the completion of their apprenticeships.

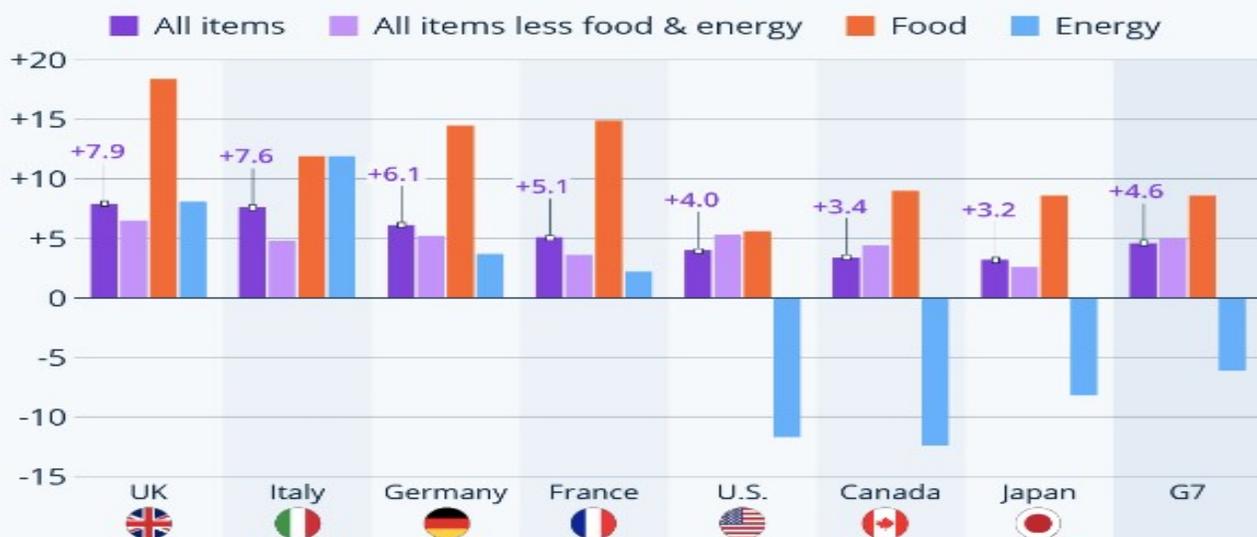
The World's Most Competitive Economies

Overall scores in the IMD World Competitiveness Ranking 2023



Which G7 Economies Have the Highest Inflation?

Inflation rates in G7 countries in May 2023 (in %)



Sources: OECD, Statistics Bureau of Japan



Never give up, we keep pushing on...!!!

From the Finance desk:

CTA had quite a challenging year end process for the February 2023 financial year end with inventory valuations and queries being at the spotlight of it all but with excellent team efforts these have been overcome and the year end results were finalised in good time.

Board meeting was held in March 2023 and we did bid farewell to our dear colleague and interim CFO Greg Kietzman who did well for the year end as well as a proper hand over to me. We had a good session with some big plans in place for the future which will be communicated to you all in due course. The first quarter of the year kicked off with March and April months being quite tough in terms of market activity but we had much better month in May which helped boost the results for the first quarter. The good performance of the Up Caster machine after the rebuild and maintenance which took place early in March helped results.

Cash flow remains a focus and with the recent interest rate hikes by our Reserve Bank it really does not make it any easier in terms of cashflow management. We see a ramp up in production so demand on raw material stocks is high which put more pressure on cashflow.

Our debtors and creditors have been very well managed by our finance and sales teams and we continue to keep it clean so far this year.

Keeping it Honest:

Stock / Inventory record keeping and management is quite a challenge on its own, but it becomes a nightmare when stock is missing due to theft or errors in dispatch with duplicate deliveries etc. not to mention the loss that CTA has to suffer. We all need to realise that CTA needs to be successful if we all want to succeed and reap the rewards at the end of the day or year. We have quite a few incidents so far in the year and a huge appeal for us to take our jobs very seriously and be the honest employees that the company wants us to be so that we can all benefit. Honesty is the best policy and it is not good to disappoint your family members and put added pressure on your household when you end up in prison. We encourage employees to contact management if they hear or see anything untoward at the company.

The year ahead:

Nothing ventured, nothing gained. What you put in is what you will get out. SA GDP growth is forecast to be at approximately 1.1% for 2023 and we are still not done with the interest rate hikes so more pressure will come to households when servicing debt such as personal loans, mortgage bonds and vehicle finance so please we need to start tightening our belts here.

We are slight behind the budget for the year and we do have a tough budget to meet this year but the war is not over and we must keep fighting the good battle in trying our best and to do the best we can so that success is an eventual outcome and we can all celebrate.

Be positive and thank you all for your efforts.

Kind regards

Preggie Nair
CFO



EMPLOYEE ASSISTANCE PROGRAMME

Launched in July 2023 the company has partnered with wellness company KAELO to manage employee wellness in CTA at all its sites through the AskNelson concept.

Kaelo Lifestyle through our AskNelson programme provides valuable psychological, legal and financial support to Members and their families to best assist them in coping with life, work, or school challenges that may be affecting their well-being.

Counselling

Lifestyle Services	Benefit
Telephonic Counselling	The AskNelson support line provides unlimited telephonic counselling and guidance 24/7/365 from our registered health professionals. Support is available in all 11 official languages.
Virtual Counselling	Members and their Dependents have access to unlimited virtual counselling, via appointment only.
Offsite Face-to- Face Counselling	Upon a comprehensive clinical and risk assessment, there may be a referral for face-to-face counselling with a Treatment Professional. Plan rules apply.
On-site Counselling	On-site face-to-face or virtual counselling can be arranged by your Employer in certain instances. Plan rules apply
Children and Teenagers Support	Counselling support with the use of age-appropriate therapeutic tools and techniques for children and teenagers to help them better cope with the life challenges they may encounter. Plan rules apply.

Coaching

Managerial and Leadership Support Services	Coaching support and guidance for managers and leaders including manager orientation sessions. Plan rules apply.
Soft Skills Knowledge	Soft-skills coaching and knowledge for managers to manage interpersonal work conflict, career goals and work/life balance. This may include either a face-to-face session, an interactive webinar or a pre-recorded online video.
Life Coaching	Life coaching helps Members and Dependents to identify goals and develop an actionable plan to achieve them. Plan rules apply.
Parent Coaching	Confidential support to help parents navigate the challenges of successful parenting. Plan rules apply.
Career Guidance	Guidance to individuals to help them acquire the knowledge, information, skills and experience necessary to identify career options, and narrow them down to make a career decision. Plan rules apply.
Leadership Coaching	This benefit assists in personalised developmental coaching to help leaders achieve their goals as an effective leader. Building high-performance teams and personalised with a specific purpose. This benefit is provided telephonically or virtually by qualified coaches in the clinical consultant team, no off-site referrals will be facilitated for any coaching elements of the program

Care

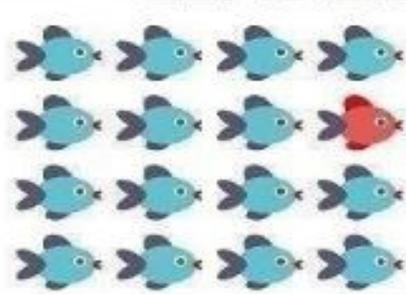
Lifestyle Services	Benefit
Workplace Trauma Intervention	The trauma intervention benefit provides support to Members in the event of a work-related trauma incident such as injury on duty, death, assault, suicide, armed robbery etc. Plan rules apply.

Support

Lifestyle Services	Benefit
Financial Advice	This benefit is in partnership with a financial services provider. Comprehensive financial support and guidance are provided. Plan rules apply.
Legal Advice	This Legal Advice benefit, in partnership with a legal services provider, provides comprehensive support. Plan rules apply.
Road Accident Fund Cover	In partnership with a third party provider, this benefit assists Members with legitimate claims against the Road Accident Fund. Plan rules apply.

Differences between

BOSS ← Vs. → **LEADER**

<ul style="list-style-type: none"> • Drives employees • Depends on authority • Inspires fear • Says "I" • Places blame for the breakdown • Knows how it's done • Uses people • Takes credit • Commands • Says "Go!" 	<ul style="list-style-type: none"> • Coaches employees • Depends on goodwill • Generates enthusiasm • Says "we" • Fixes the breakdown • Shows how it's done • Develops people • Gives credit • Asks • Says "Let's go!"
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SA to Pay Attention to Diversity, Challenges of Women Entrepreneurs

New research indicates that South Africans need to pay attention to the challenges and diversity that affect female entrepreneurs – this was highlighted at the Gender, Work and Organisation Conference.

Research overwhelmingly shows that founding a new enterprise is more challenging for women than men

Studies of women entrepreneurs across various countries have shown that they face marginalisation and isolation from business networks, sexual harassment and unfair treatment, challenges relating to patriarchal attitudes and social structures, as well as challenges in balancing the demands of business with private life.

Despite women owning 48% of South African construction businesses, women still struggled to be taken seriously, highlighting the major barriers created by gender stereotypes and societal norms for women operating in male-dominated industries.

Small and medium enterprises (SMEs) in Africa will be better able to reach their potential as engines of inclusive growth if more attention is paid to the barriers that hinder women entrepreneurs from contributing to economic development and job creation on the same footing as men.

Lacking access to financial resources and social capital, and having limited legitimacy in the business environment, female SME founders in South Africa and Kenya often must rely on their husbands or male business partners for funding, securing new business and gaining access to business networks.

The diversity of women entrepreneurs in Africa, in terms of the sectors they operate in, the types and size of their businesses, as well as their motivations and leadership styles, is often underestimated. This calls for government and private sector business support programmes and funding agencies to move away from a “one size fits all” approach to supporting female-led business start-ups.

These are among the research findings in a paper on women’s entrepreneurial leadership in Africa presented at the international Gender, Work and Organization 2023 (GWO2023) conference in Stellenbosch yesterday (29 June), hosted by the Stellenbosch Business School for the first time on African soil.

The conference which will see over 350 academic papers presented by scholars from over 45 countries worldwide between 28-30 June, aims to address issues concerning women and other marginalised gender groups, striving to reduce exclusion within society.

Dr Beldina Owalla, Research Fellow in the School of Strategy, Marketing and Innovation at the University of Portsmouth in the UK, said female business founders were often not taken seriously in male-oriented business and social settings, resulting in perceptions that they lacked leadership competency and expectations that they should “excessively outperform” their male counterparts in business just to be seen as equal.

“There needs to be greater attention paid to the gendered structural barriers and societal norms constraining women entrepreneurial leaders. This requires genuine and sustained commitment from all stakeholders in order to ensure more inclusive economic growth. “Governments, business support, funding and development agencies should develop better understanding that women entrepreneurs are not a homogenous group, and develop more targeted approaches that ensure that policies are implemented effectively and support is provided to the intended groups,” she said.

Owalla said that greater representation of women in decision-making on business support and funding would “minimise the assumptions being made on the type of support that women entrepreneurs need”, and instead address their real needs in context.

The [Global Entrepreneurship Monitor 2020/21](#) report on women's entrepreneurship found that more than 50% of women in developing countries see entrepreneurship as a path to a better future, and women entrepreneurs represent one in three growth-oriented SMEs active today. "However, research also overwhelmingly shows that founding a new enterprise is more challenging for women than men," Owalla said.

She said previous studies of women entrepreneurs across various countries had shown that they face marginalisation and isolation from business networks, sexual harassment and unfair treatment, challenges relating to patriarchal attitudes and social structures, as well as challenges in balancing the demands of business with private life. Owalla's paper at GWO2023 was co-authored with Philasande Sokhela, a lecturer at the Johannesburg Business School, Prof. David Pickernell of the University of Swansea, UK, and Prof. Karen Johnston of Portsmouth University.

The cross-cultural research aimed to understand how Kenyan and South African women business founders' leadership styles and competencies contribute to the survival, growth and success of SMEs. The study found that family support, level of education, previous work experience and socio-economic status contributed positively to women entrepreneurs' ability to start a new venture and to identify opportunities and access markets in order to ensure its survival and success.

"Spousal support is especially crucial in male-dominated sectors where requesting contracts and securing business sometimes requires a male figure to facilitate the process," Owalla said. She said that despite women owning 48% of South African construction businesses, women still struggled to be taken seriously, highlighting the "major barriers created by gender stereotypes and societal norms for women operating in male-dominated industries".

The study also found that women entrepreneurs in Kenya and South Africa adopted various strategies to overcoming gender barriers in business, including positioning their businesses to take advantage of opportunities targeted at women-owned SMEs, and establishing advisory boards that provide guidance as well as support in accessing market opportunities and networks.

Owalla said research on the gendered aspects of entrepreneurial leadership in developing economies was limited, and this research had contributed to closing knowledge gaps. "Most leadership research has been situated in corporate settings, which differ greatly from emerging ventures and small business contexts.

"There is a strong argument for greater understanding of leadership in the dynamic context of entrepreneurship, and particularly women's entrepreneurial leadership, since there is growing recognition that women's entrepreneurship is a fundamental promoting factor of inclusive economic growth and societal well-being globally.

"Additionally, the dominance of Anglo-American models and frameworks calls for building our understanding of how entrepreneurial leadership may vary in developing economies and under-researched regions such as Africa."

BY LINDA CHRISTENSEN@GOODTHINGSGUYJUN 30, 2023

**"THE WOMAN WHO FOLLOWS THE
CROWD WILL USUALLY GO NO
FURTHER THAN THE CROWD. THE
WOMAN WHO WALKS ALONE IS
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BEFORE."**

-ALBERT EINSTEIN

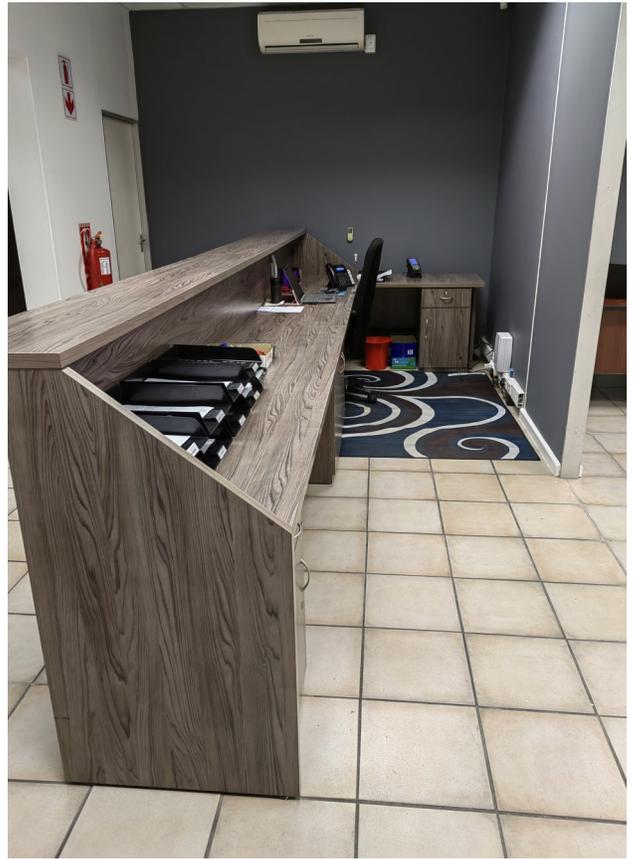
PE GETS A FACELIFT

Our PE branch recently acquired additional space in the same complex they have been operating from at.....(address)

The space next door provided an opportunity to break through a wall separating the two units, allowing the extension of the warehousing facilities and a major office upgrade. See below for enhancements.

Below: New entrance hall, office, frontal exterior shots; opposite page - pictures of Boardroom, sales desk and warehousing facility;





Water Cooler Project — Cleveland, by Lewis Herbs, Technical Support Service Manager

The cooling tower on the left below was one of the original towers installed at the inception of CTA around 30 years ago.

This year after shutdown a crack developed at the bottom. Technical services made a repair to allow us to work from January to June; other issues were the electric fan that was too big therefore consuming way too much electricity. It was also a concern it that this was only big tank.

Now we have a split system with two motors and two independent tanks with two bottom tanks; in the event of an emergency we can survive on one making CTA less vulnerable to production interruptions in the event of a breakdown. The new motors being smaller also consume less power so better efficiency has been a result of the new design. The new bottom tanks are more robust and are made from polycop and not fiberglass giving the added advantage of a longer lifespan.

The challenge with removing and installing was to minimize production interruptions. The long weekend in June provided the ideal opportunity to do the change. Three days were set aside to complete the job. The team did CTA proud by completing the switchover by 15h30 on Saturday 17 June 2023. This humungus effort is to be celebrated and I applaud the team who helped with this. They are:



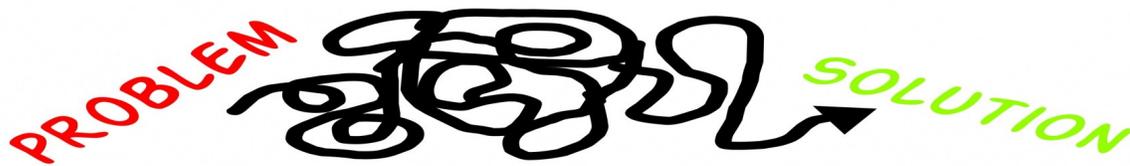
Removed Cooler



New Cooling system - two towers

The department welcomes Quintin (tool & die maker) and Juan (Electrician—replacing Etienne) to the department.

We also announce the training of Quintin and Sabelo as firefighters; Sabelo is already a first aider.



SMALL STEPS BIG IMPROVEMENTS by Gary Laing, Operations Manager

We are excited to share some important updates regarding our existing finished goods store, receiving, and dispatch operations. As our customer base continues to grow and we expand our product range, we have encountered space constraints that have made stock management increasingly challenging. However, we are taking significant steps to address this issue and improve our overall efficiency.

Approximately three years ago, we initiated a project to separate the tube store from the dispatch and receiving areas by installing a fence and a gate. Unfortunately, progress on this front had stalled. Recognizing the need for a solution, we brought on board Franco van Zyl, an engineering intern, around eighteen months ago. We tasked him with developing a plan to optimize the space in the tube store, and we are pleased to inform you that the plan is now nearing completion.

During the planning phase, one of the main obstacles we faced was the requirement for a side loading forklift that would enable us to manoeuvre efficiently in limited spaces. Thanks to the efforts of Lewis Herbst and JP Noak, we were able to source the appropriate forklift and place an order. The lead time for delivery was approximately six months. We are pleased to announce that the forklift has finally arrived, and two members of our staff have undergone training and received licenses to operate it. This addition will greatly enhance our ability to move goods from the tube store to the dispatch area and onto our delivery vehicles.



Side loading forklift

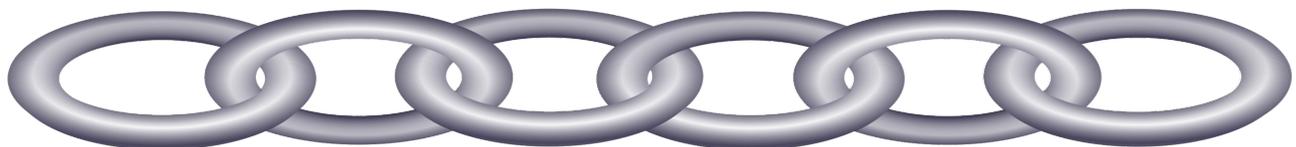


Our three new delivery vehicles

Furthermore, we have made another significant improvement to our operations by installing a concrete ramp. This ramp provides easy access to the dispatch area and has already proven to be an invaluable asset. Loading and checking vehicles has become much simpler, streamlining the entire process. We are confident that this enhancement will contribute to faster and more efficient deliveries.

In order to meet the demands of our growing business, we have expanded our fleet with the addition of three new Isuzu NQR closed body trucks. These trucks are currently being fitted with the necessary extras, and once that process is complete, they will be deployed on the road. The inclusion of these new vehicles will alleviate the strain on our existing fleet and enable us to serve you even better.

We are committed to continually improving our operations to provide our customers with the best possible service. The changes we have implemented, from optimizing our storage space to acquiring new equipment and vehicles, are all aimed at enhancing our efficiency and ensuring better controls and meeting our OTIF (on time in full) numbers.



Two South African business leaders, Melvyn Lubega and Daniel Ndima, were honoured at the 11th All Africa Business Leaders Awards for their remarkable achievements and innovation.

South Africa (02 July 2023) – The 11th All Africa Business Leaders Awards (AABLATM) took place on Friday evening, attracting an esteemed Pan-African audience that included government ministers, ambassadors, entrepreneurs, CEOs, and influential figures in corporate Africa.

The event served as a platform to honour and celebrate the remarkable achievements of Africa's business leaders who have made a significant difference in their respective companies, industries, and communities.

Guests from across the continent and beyond arrived at the venue dressed in bespoke traditional and glamorous evening attire, setting the stage for an unforgettable red carpet-experience. True to its promise, the evening was infused with top-class entertainment, featuring captivating performances by acclaimed musician Wouter Kellerman, Grammy-winning saxophonist Kani Naidoo, and renowned poetess Lebo Mashile. Local DJ Jazzy D was also there to keep crowds entertained.

During his welcoming address, Rakesh Wahi, Co-Founder of the ABN Group, discussed the challenges that the continent still faces, including transparency, political uncertainty, currency volatility, poverty, inequality, and inadequate access to healthcare and education. Wahi called upon African leaders to embrace collaboration and partnerships, fostering knowledge sharing to tackle these complex issues. He also emphasized the role of government as a catalyst and the need for consistent policies to create a level playing field for businesses.

Addressing the delegates at this prestigious event held at the King's Ballroom in Sun City, the Deputy President of South Africa, Honourable Paul Mashatile, also delivered a stirring speech.

He urged business leaders to remain steadfast in their efforts to improve industries and communities while emphasizing the significance of infrastructure investment across the African continent. Honourable Mashatile highlighted the African Continental Free Trade Agreement (AfCFTA) as a pivotal catalyst for economic growth, stating that it has effectively created the world's largest free trade area. With 55 participating countries and a combined GDP valued at US\$3.4 trillion, the agreement has the potential to uplift millions of people out of poverty.

Among the winners of the All Africa Business Leaders Awards were two South African individuals who showcased their outstanding achievements:

Young Business Leader of the Year: Melvyn Lubega, Executive Chairman of Boabab Group, South Africa. This accolade was presented by the Gauteng Growth and Development Agency (GGDA).

Innovator of the Year: Daniel Ndima, CEO of CapeBio, South Africa. Ndima received this award, presented by Choppies Botswana, in recognition of his groundbreaking innovations

These individuals exemplify the talent and entrepreneurial spirit that South Africa contributes to the business landscape of the African continent. Their achievements serve as an inspiration to aspiring business leaders, showcasing the potential for innovation and success within the region.

The All Africa Business Leaders Awards (AABLATM) also honoured other exceptional leaders and organizations across various categories. These included the African Company of the Year, Afreximbank from Cairo, Egypt, and the Philanthropist of the Year, Lumbie Mlambo, Founder & CEO of JB Dondolo from Zimbabwe.

In addition to the awards, the AABLATM bestowed special recognition upon notable entities. The Trade and Investment Facilitation Agency of the Year was awarded to The Rwanda Development Board, presented by the Gautrain Management Agency (GMA).

The Lifetime Achievement Award was given to Dr James Mwangi, Group Managing Director & CEO of Equity Group Holdings Plc from Kenya, while the African of the Year title was bestowed upon Dr John Nkengasong, U.S Global AIDS Coordinator and Special Representative for Global Health Diplomacy at the U.S. Department of State, originally from Cameroon but now based in America.

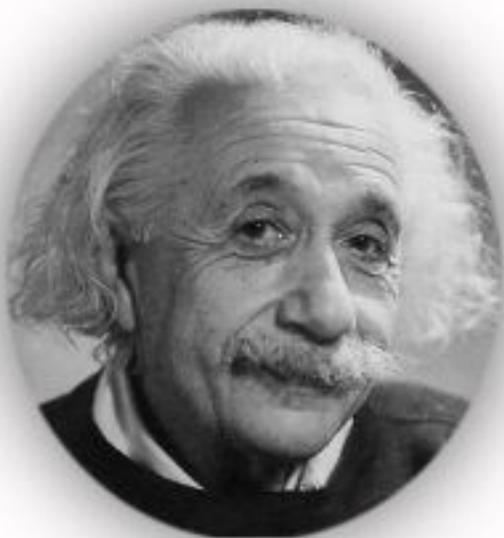
The annual All Africa Business Leaders Awards were proudly sponsored by Access Bank South Africa, Absa Bank Group, The Gauteng Growth and Development Agency (GGDA), The Industrial Development Corporation of South Africa (IDC), The Gautrain Management Agency, Sasfin Wealth South Africa, and Choppies Botswana. These awards were presented in partnership with CNBC Africa, Henley Business School Africa, and SNG Grant Thornton, showcasing the collective effort to recognize and promote business excellence across the continent.



Photo Cred: AABLA Award | Supplied

Sources: All Africa Business Leaders Awards (AABLATM)

10 Amazing Life Lessons from Albert Einstein:



1. *Follow Your Curiosity*
2. *Perseverance is Priceless*
3. *Focus on the Present*
4. *The Imagination is Powerful*
5. *Make Mistakes*
6. *Live in the Moment*
7. *Create Value*
8. *Don't be repetitive*
9. *Knowledge Comes From Experience*
10. *Learn the Rules and Then Play Better*

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**Words can inspire. And
words can destroy.
Choose yours well.**

Robin Sharma

@LOVELYNGEE

**NELSON
MANDELA**

1918-2013

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

10 HARD TRUTHS

1	You're 100% responsible for your own happiness.
2	Your health is your true wealth.
3	You can't control most things except how you respond.
4	Nothing worth having comes easy.
5	Failure is a prerequisite to success.
6	Not everyone is going to like you.
7	In order to help others you must first take care of self.
8	Actions speak louder than words do.
9	Vulnerability and asking for help are both strengths.
10	Life is precious. You're going to die.