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RMI UPDATE: RMI UPDATE: WHICH WILL PREVAIL – HYBRID, ELECTRIC OR GAS CARS? DEALING WITH CAR WOES; TOP INDUSTRY SPEAKERS TO ADDRESS SAMBRA CONFERENCE; HEAT DISTRIBUTION IN AN ENGINE; CANNINGS – MOVING ON UP; NAAASP BUSINESS DEVELOPMENT PROGRAMME; BLENDED LEARNING INITIATIVE





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Automobil is the official journal of the Retail Motor Industry Organisation (RMI) which hosts 13 constituent associations: ACRA (component remanufacturers); ERA (engine re-builders and automotive engineers); MDA (motorcycle, scooter, quad and jet-ski/outboard engine dealers);

MIMA (Motor Industry Manufacturers' Association); MIWA (the full spectrum of workshop operators); MPEA (wholesale and retail part dealers); NADA (new and used car and truck dealers); VTA (vehicle testing); SADFIA (diesel pumproom operators); SAPRA (Fuel resellers, convenience store and car wash operators); SAMBRA (South African Motor Body Repairer's Association); SAVABA (vehicle body builders) and TDAFA (tyre dealers and fitment centres).

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- Various **MIBCO** and Industry-related Boards and committee structures.
- Various South African Bureau of Standards (**SABS**) committees and working groups.
- The National Regulator for Compulsory specifications (**NRCS**), defending our industry when compulsory specifications and standards are compromised.
- The Moto Health Care Fund, Industry Provident Funds and the Sick, Accident and Maternity Pay Fund.
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⇒ *Keeps you in the know*

- Industry labour relations seminars.
- *Automobil* magazine and weekly web letters.
- Commenting on industry topics in the media, and participating in and hosting numerous conventions and shows.





Jakkie Olivier, CEO of the RMI

Ethical business in the motor sector is a two-way street

Doing the right thing even when no one is watching. This is the crux of what the Retail Motor Industry Organisation (RMI) believes ethical business best practice should be based on.

Ethical behaviour, however, needs to extend not only to best practice by service providers in the industry but to consumers too. It really is a two-way street. The RMI's Code of Conduct encourages ethical behaviour through quality servicing and products, reasonable pricing and the honouring of warranties. It also includes a commitment to being environmentally responsible. To be an RMI member, service providers have to adhere to the Code and there are repercussions if this is not the case.


Unfortunately, consumers are not always transparent or forthcoming when dealing with service providers. We regularly get cases where customers do not disclose the full story before booking their vehicle in for repairs or services etc. The vehicle, for example, may have been through several providers prior to this who may have damaged or altered the

vehicle. Without knowing the full history, it becomes more complicated and difficult to properly address the issues. We then find the customer becomes disgruntled and dissatisfied with the service provided.

While the RMI is continuously encouraging compliance to ethical norms and best practice within the motor industry, and especially amongst its members, customers can also play a part in improving the ethical standards of the industry.

We propose that our members have processes in place to safeguard against unethical practices. For example, when a vehicle is booked in for a repair or a service, they need to ensure photos are taken of the vehicle including parts or damages that may not have been explicitly mentioned by the customer. These should be shared with the customer, if necessary. All quotes need to be explained in detail and signed by all parties before any work commences. There also needs to be a discussion with the customer if policies, such as a pay-before-release policy, may apply to this customer's particular situation.

Most complaint cases received by the RMI boil down to miscommunication between the customer and service provider. Transparency and ethical behaviour from both parties will go a long way to remedying this. We encourage customers to be upfront when engaging with service providers, to ask questions and to use reputable, accredited service providers within the RMI. By doing this they can be assured that there is a body that they can go to if they believe the service provider is behaving in an unethical way. There is also a dispute resolution process through the RMI to assist customers and members.

We strongly believe that the motor industry needs to be an ethically sound, and, socially and environmentally responsible, especially since there is an emotional and financial attachment to vehicles. We call on the public to commit to being transparent when dealing with service providers and they will commit to offering the best service possible in an ethical way. 

For information on the RMI and its workings, visit www.rmi.org.za or call 011 886 6300

CONSTITUENT ASSOCIATIONS



Who do they represent and what are their objectives?

The RMI is a proactive, relevant, retail and associated motor industry organisation recognised as the leading voice in South Africa's automotive aftermarket, serving the daily needs of its members and playing a key role in enabling motor traders to deliver top class service to motoring consumers. Here are the associations which fall under its umbrella...



ACRA (Automotive Component Remanufacturers' Association)

ACRA represents component remanufacturers involved in the remanufacture of safety-critical components and radiators, an ever-growing industry in which keeping abreast of change is crucial for business owners.



ERA (Engine Remanufacturers' Association)

ERA represents motor engineers who re-machine, rebuild and remanufacture engines in South Africa. ERA members promote the reuse of engines, parts and components in a manner that is green and sustainable. ERA members create employment and skills development opportunities, directly in their own machine shops and indirectly through suppliers to the industry and component manufacturers.



MDA (Motorcycle Dealers' Association)

MDA represents members who are motorcycle dealers – these members benefit from an extensive array of value-add services and products such as commercial insurance, labour legal assistance and representation, consumer dispute resolution, and a strong relationship with the Association of Motorcycle Importers and Distributors.



MIMA (Motor Industry Manufacturers' Association)

MIMA members are Parts, Equipment and Component Manufacturers and suppliers to Original Equipment Manufacturers and the automotive aftermarket that exports into Africa and other countries in the world.



MIWA (Motor Industry Workshop Association)

MIWA, the largest association within the RMI, strives to keep its members informed about the ever-changing auto repair industry, thereby ensuring that vehicles are repaired to acceptable standards designed to make them perform better and safely on South African roads.



MPEA (Motor Parts and Equipment Association)

MPEA represents South Africa's auto part traders, including wholesalers, retailers and independent operators in the replacement motor parts industry. Genuine replacement parts are available at accredited MPEA spares outlets at affordable prices, backed by the manufacturer's warranty.



NADA (National Automobile Dealers' Association)

NADA represents the interests of business people who own or operate new vehicle franchise dealerships and qualifying used vehicle outlets. NADA is committed to the image enhancement of the retail motor business, facilitating the interface between dealers and OEMs/distributors, building relationships between dealers and customers and bringing relevant industry issues to the attention of government.



VTA (Vehicle Testing Association)

The VTA represents private vehicle testing stations that are committed to operating within the law in accordance with the Road Traffic Act and the relevant SANS standards. In this highly regulated environment, the association represents the interests of its members at government working groups and is committed to enhancing the reputation of the industry in all the spheres.



SADFIA (South African Diesel Fuel Injection Association)

SADFIA members operate fully equipped pump rooms aimed at providing cost-effective service solutions for owners of diesel powered vehicles seeking fuel injection system testing, repair or replacement.



SAMBRA (South African Motor Body Repairers' Association)

SAMBRA is an active leader in the motor body repair industry and consolidates, communicates and regulates repair standards in the motor body repair industry. SAMBRA ensures the provision of technical and business skills training that meets the demands of the industry and instils confidence in consumers and industry stakeholders.



SAPRA (South African Petroleum Retailers' Association)

SAPRA represents and promotes the interests of petroleum retailers in South Africa and fosters strong relationships with the Department of Energy, oil companies, banks, financial institutions and other stakeholders that have an impact on the sustainability of the service station industry.



SAVABA (South African Vehicle and Bodybuilders' Association)

SAVABA members are professional, certified and regulated vehicle body builders in South Africa who manufacture commercial vehicle body applications (tanker, coal, refrigerated trucks and trailers) and bus bodies (commuter and tourist type). Members manufacture using the latest equipment and highly trained staff to ensure strict compliance with SABS standards and other legal specifications.



TDFA (Tyre Dealers' and Fitment Association)

The TDFA is the only representative body for tyre dealers nationally. The association works on all issues relevant to tyres and the fitment industry. Strategically, the TDFA is positioned as an intermediary between government, the tyre industry and consumers and is recognised by government and industry leaders as the legitimate voice representing tyre dealers.



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Tread lightly

The earth is fragile and it's battling to hold out against the effects of human beings. We all know about climate change and global warming. We're being bombarded with the effects of plastic and other trash flowing into the oceans. And it seems like we're killing off a species of animal, insect or plant every week with our lifestyles.


It might seem like an absolute doom-and-gloom scenario, and when you look at the destruction of the earth as a whole, it might very well be so. If everybody tried to fix the whole problem, there would likely be little accomplishment. But when we take on a single problem, success is possible.

In the automotive industry, oil plays a big role. The ROSE Foundation (Recycling Oil Saves the Environment) estimates that South African motorists buy around 350 million litres of new lubricant oil a year, with about 150 million litres becoming waste. Those 150 million litre, if improperly discarded, could contaminate billions of litres of water (making it unfit for use by people and animals) and leech out to infect the soil.

Which is why organisations such as ROSE should be applauded. It safely collects used oil from workshops and recycles it, not only keeping the environment clean, but prolonging the lifespan of that oil. You can read about

the good work that the organisation has been doing for 25 years on pg 28.

The association of the month, MIWA, is also making a concerted effort to help its members green up their workshops. It has been promoting the installation of grease traps for the proper disposal of used oil in member workshops.

It might not be possible for everyone to live within a carbon neutral footprint; everyone will leave a mark on the world's health. But if everyone does what they can – recycle, avoid single-use plastic, grow their own herbs, just generally tread a little bit lighter – there is bright hope that the damage so far inflicted can be reversed. 

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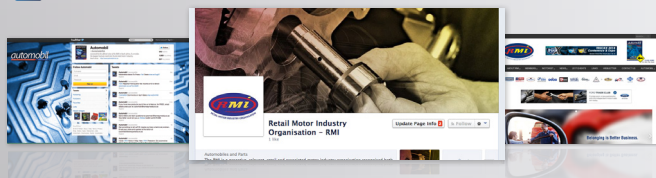
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Tork Craft introduces limited edition range

Just launched by Tork Craft is its range of limited-edition racing tool cabinets, trollies and top boxes, with their own new look.

This project was given to the Tork Craft inhouse industrial designers and R&D team, to create a limited edition Tork Craft Racing, range of tool cabinets, trollies and top boxes. The Tork Craft team went to work and met the brief to develop the perfect product, the "Tork Craft Racing Limited Edition," starting with their very own colours of white and grey powder coated hi gloss body finish, with red, yellow and black silk screen branding. For the VW HERBIE race fans – the number 53 with its red blue customised racing stripes

The R&D team did some brainstorming and felt that something completely new and different was required, starting with

a new overall look and finish, moving away from the thousands of red tool trollies supplied by all the competitors.

What was required was a good looking, practical, light yet tough, durable range of tool cabinets trollies and top boxes, with maximin space, strengthened in all the right places, a tougher outer shell, smooth-running deep spacious drawers, with rubberised inners, large quality locking caster bearing wheels for easy movement, all the features meeting the industry spec and requirements.

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RMI NEWS



Celebrating Madiba

On 18 July, staff at the RMI celebrated Mandela Day by giving back to their communities.

Boxes of non-perishable foods and clothes were collected by the various RMI offices. Donations from Randburg and Pretoria offices will be going to Sungardens Hospice Charity Shop in Pretoria.

RMI Cape Town ran a soup kitchen for the needy. 

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taking care of our own

Which will prevail hybrid, electric or gas cars?

Three lower-carbon technologies and a host of also-rans are competing to replace internal combustion engine vehicles. Jakkie Olivier, CEO of the Retail Motor Industry Organisation (RMI), takes a look at their advantages and disadvantages



Jakkie Olivier, CEO of the RMI

There is a growing sense of urgency in the automotive industry that more needs to be done to curtail dependency on fossil fuels and to reduce harmful CO₂ emissions. Original Equipment Manufacturers (OEM) are channelling ever more resources into developing low-carbon vehicles, aimed at addressing the issues of CO₂ emissions, and the soaring cost of petrol and diesel.

"However, conferences on the subject among affected parties reveal no consensus as to what should be done, and the number of electric and hybrid cars is remarkably low. Given the lack of uniformity in approach, the RMI has undertaken to remain abreast of changes so as to advise members how best to adapt ahead of changes. Given that technology can still go in any direction, we recommend consumers stick to RMI-accredited members, for the reason that safety on our roads and being environmentally conscious are our mission," says Olivier.

He adds that we are seeing more stringent regulations on emissions and fuel economy, as well as on global warming, and ever-growing constraints on energy resources. As a result, the development of electric, hybrid, and fuel cell vehicles have attracted growing attention by automakers, governments, and customers. Research and development efforts have been focused on developing novel concepts, low-cost systems, and reliable hybrid electric powertrains.

According to Jeff Cobb in the article entitled *The World Just Bought Its Two-Millionth Plug-in Car*, there were 1.4 billion motor vehicles being driven about the globe as of 2017, excluding off-road vehicles or heavy construction equipment. About a tenth of these used some form of alternative fuel. Most of these were heavy trucks.

Research by Diesel Specialist Consultant, Dave Stalker, points to the key objective of establishing a drive or fuel which

will emit the lowest overall levels of emissions (such as CO₂/CO/Nox PM). The objective is to move away from the use of fossil-based fuels towards resources which are emissions-free and above all, sustainable. For instance, the same objective is being faced by industry, which is finding solutions such as wind and solar farms. However, Stalker notes that "research has shown that whilst some alternative fuels result in lower emissions during their combustion process, the very production of the specific fuel results in higher levels of emissions, which simply negates the purpose of their usage".

A further complication is that energy deficits in many countries including South Africa mean that electricity used to charge electric cars may yet be produced by use of fossil fuels, similarly negating the purpose.

Currently there are several main approaches to powering vehicles that are leading the change as an

alternative to fossil fuels: electric drives (including hybrid vehicles); biofuels (such as ethanol); gas; alternative fuels such as hydrogen; or some combination of these. Each of these fuel types is capable of reducing emissions, and have both positive and negative aspects. The question is... which solution do we think will prevail? The answer will only become clear as R&D develops.

The current drives or fuels favoured by most OEMs are Battery Electric Vehicle (BEV), hybrids and gas (LPG/CNG). The BEV drive is receiving the most development by OEMs as it is 'emissions free' in its drive mode and many governments in developed countries are offering incentives to motorists who choose this option. This drive produces, during operation, zero exhaust emissions.

"However, issues have emerged relating to how we go about generating the amounts of electricity required to power such vehicles. In a country such as South Africa, so dependent on fossil fuels

in our power stations, there would perhaps be little difference between using electricity and an efficient petrol drive. Unless sustainable and renewable energy sources are utilised at a national level, electric vehicles may struggle to make a real impact on universal CO₂ emissions," says Olivier.

Currently approximately four million BEV are in use worldwide.


The hybrid vehicle is a variant of the electric car using, usually, a small capacity internal combustion engine (mostly petrol-powered) with an electric drive motor. It produces lower emissions, but fossil fuel remains part of the drive method. There are approximately 12 million hybrid vehicles in use worldwide.

There are already approximately 47 million vehicles around the world fitted with gas-powered drives, which produce considerably lower exhaust emissions. They are primarily used for

heavy vehicles, city bus and taxi vehicles. Parallel to this is the Flex Fuel or Bi-Fuel conversions which use diesel and gas, and account for a further 55 million Flex-fuel vehicles worldwide.

Within the RMI, Attie Serfontein, Director of the REMAN Cluster of ERA (Engine Remanufacturers' Association), SADFA (South African Diesel Fuel Injection Association) and ACRA (Automotive Component Remanufacturer's Association), is of the opinion that with the different fuel technologies presenting benefits to their use, it's becoming clear that no single solution will win in the medium term.

"This is why RMI is looking into maximising the benefits of a range of solutions," he says.

Olivier believes that in the end the OEM developers who are able to produce the most cost-effective and consumer appealing solution will prove to be the real winner. 



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Top industry speakers to address SAMBRA Conference



The South African Motor Body Repairers' Conference has become an important milestone on the automotive calendar bringing together a mix of MBRs (motor body repairers), insurers, OEMs (original equipment manufacturers) and paint and equipment suppliers. This year the 2019 Conference will be held in Johannesburg at Emperors Palace from 17 to 19 October and aims to place in the spotlight a number of key industry issues

Commencing on the Thursday with an Enterprise Development Conference, the focus will be on sustainability and growth in the Exempt Micro Enterprise (EME) market. Richard Green, National Director of SAMBRA, a proud association of RMI, notes the importance of creating a mechanism that will allow for critical collaboration between funders and industry experts and one that can ensure effective expenditure and accurate entrepreneur identification, all aimed at ensuring sustainable growth in black-owned EMEs in the industry.

Friday 18 October sees the launch of the first MBR-specific exhibition in South Africa. The exhibition runs from 09h00 on the 18th until 13h00 on Saturday 19th. It is the ideal platform for key suppliers to showcase equipment and processes that enable cost-effective and profit-generating repair technology in the MBR sector.

"Our headline sponsor, Lightstone Consumer, will also be launching new technology at the exhibition," says Green.

That afternoon, SAMBRA will host its own member conference with presentations from a number of high profile local and international speakers including Robert Snook, CEO of

Business Success Global, and Hiten Parma, Director of uYilo e-Mobility Programme. Presentations will debate the future of the sector and how to best manage these changes.

This will be followed on the Saturday afternoon with an OEM forum and then the conference will culminate that evening with the annual SAMBRA Awards gala dinner which honours all players for their contribution to the sustainability of motor body repairers in South Africa.

Robert Snook, self-confessed genuine collision industry fan, global speaker, business coach, mentor and CEO of Business Success Global, will be one of the keynote speakers at the SAMBRA conference on the 18th.

Snook's journey


Snook's journey started in 1984 as a 16-year-old school leaver who didn't know what he wanted to do next. His father found him a job as an apprentice paint technician. By 20 he was already inspiring two apprentices of his own before going on to supervise paint teams in accident repair and prestige vehicle restoration centres.

Today, Snook is best known as an owner and CEO of multi-award winning MG Cannon – a UK MSO Bodyshop Group – and as a Director of Business Success



Richard Green (National Director of SAMBRA)

Global, where he is a respected and highly-regarded speaker, moderator, coach and mentor.

"As CEO of his own MSO bodyshop group and a respected leader with 35 years of collision repair experience, it will be an honour and a privilege to have someone of Robert Snook's stature in the marketplace address our 2019 Conference," concludes Green. 



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What is a Standard?

A standard is a document that has been developed by a group of stakeholder technical experts that represent the interests of those parties that will be affected by the outcome of the standard. Standards provide requirements against which one can measure and test conformity. This makes it possible at times to refer to standards in legislation, covering minimum safety or performance criteria.

Put at its simplest, a standard is a published document that sets out technical specifications or other precise criteria intended to be used as a consistent rule, guideline, or definition. Standards allow opportunity to increase the reliability and effectiveness of many goods and services in the industry.

Standards are created by reaching consensus amongst the experience and expertise of all interested parties such as producers, sellers, buyers, users and regulators of a particular material, product, process or service whilst maintaining balanced representation across all sectors of the market.

Standards are intended to directly raise the level of compliance with quality to a minimum standard but not to endorse products – instead they describe products and services that are intrinsically safe and fit for purpose (ensuring they do the job they are supposed to do).

Quality should not be seen in isolation as just about profit and loss, it needs to be viewed as a commitment to safety, delivering on a promise and meeting the very basics of customer expectations. Businesses can set themselves apart from the rest when managing the quality of product or service against a measurable standard. Such differentiation can allow for better profits and consumer satisfaction.

In South Africa the South African Bureau of Standards (SABS) is the statutory body that was established in terms of the Standards Act, 1945 (Act No. 24 of 1945) and continues to operate in terms of the latest edition of the Standards Act, 2008 (Act No. 29 of 2008) as the national institution for the promotion and maintenance of standardisation and quality in connection with commodities and the rendering of services.

The SABS Standards Division has more than 60 years of experience in its core function, namely, the development of national standards and maximising the benefits of international standards through adoptions, which enhances the competitiveness of the South African industry and advances opportunity for international trade.

Standards must be seen to enhance competitiveness and provide for consumer protection, health and safety. Standards

can guide businesses of any size and sector in reducing costs, increasing productivity and access to new markets.

For small to medium sized enterprises (SMEs), standards can help to

- Build customer confidence that your products or services are safe and reliable.
- Reduce production costs across the business.

Consumer benefits of standards

- Ensure that consumers are protected from hazards to their health and safety.
- Promote and protect economic interests of consumers.
- Ensure that consumers have easier access to and greater choice in goods and services.
- Ensure improved quality and reliability.
- Ensure better operation and compatibility between products and services.
- Ensure the availability of effective consumer redress.

Industry benefits of standards

- Inspire added trust in your business.
- Assist business to meet mandatory regulations.
- Ensure improved quality and reliability.
- Create a competitive advantage by improving the quality of your goods and services.
- Open new markets by assuring new

customers that you meet their quality requirements.

- Adherence can attract new customers.
- Managing with standards can reduce cost in the way you do business.

Government Benefits of standards

- Complementing regulations and promoting international trade.
- Reduce technical barriers to international trade, thus positioning South African industries to compete in the world economy.
- Regulate and monitor industry so as to prevent adverse business practices.
- Help make laws consistent.
- Offer an alternative to regulation, with less red tape and business costs, while still ensuring that products and services are safe and healthy.

How a standard is made

Standards are generally designed for voluntary use and are not seen as compulsory. However, legislation may


refer to certain standards, which would then make those standards legally compulsory to follow and adhere to. Any standard is a collective work. Committees of manufacturers, users, research organisations, government departments and consumers work together to draft standards that meet the demands of society and technology. SABS Standards' staff project manage the production of standards through all phases of drafting and development.

The extent of this process covers 450 technical committees and subcommittees that are responsible for developing standards. At present, more than 6,100 standards are maintained by the Standards Division and new standards are developed at a rate of approximately 500 per annum.

The RMI and its constituent associations are currently actively

involved in 18 automotive technical committees within the SABS and contribute largely to the development and continuation of standards which we believe plays a huge role in the maintenance of the integrity, of the motor industry. The involvement of the RMI membership in the technical development of standards is continuously important in maintaining the relevance of the market to the standards in place.

All standards are reviewed and re-affirmed every five years by the relevant technical committees; at any time in between where necessary a project can also be launched to review the standard as well. Each technical committee works according to a Strategic Business Plan, which sets out the scope of the committee's responsibility and maintains focus in the area of definition.

For any further information you require regarding standards in the automotive industry please feel free to contact Julian Pillay. 

What is Your Plan For 2020?

NADA DPP October 2019 Roadshow



You don't want to miss the NADA DPP series of roadshows to be held during October 2019!

These sessions will again provide highly thought-provoking deliberations and we invite you to save the dates now to ensure your attendance.

You can expect more engaging panel conversations, expert opinion, and the opportunity to network with your colleagues.

PLACE	DATE	TIME
Cape Town	8 October 2019	09h00 to 13h00
Durban	9 October 2019	09h00 to 13h00
Gauteng South	15 October 2019	09h00 to 13h00
Gauteng North	17 October 2019	09h00 to 13h00

Please look out for the detailed invites that will be distributed via email within the next month.

Help us spread the word and get fellow Dealer Principals, Sales and Workshop Managers to save the dates and attend the sessions.



Blended learning initiative

Agreement opens up exciting new study opportunities for retail motor industry

The idea for the offering of a credit bearing, blended mode qualification for RMI members was initiated by Hedley Judd, RMI Director for the Tyre Equipment Parts Association. Credit bearing refers to formal education models that result in an official qualification. Blended refers to a mix between online learning and limited classroom sessions. RPL will allow recognition of previous education credits earned from other formal education institutions. Discussion with institutions followed from May 2018. The diploma in Retail Business Management was identified as the most suited qualification for the needs of the RMI members.

The Tshwane University of Technology's Department of Marketing, Supply Chain and Sport Management has signed a Memorandum of Understanding (MoU) with the Retail Motor Industry (RMI) Organisation. The agreement will ensure that RMI members will have access to, and participate in, a blended delivery mode in acquiring a National Diploma in Retail Business Management.

According to Dr Elizma Wannenburg, Head of the Department of Marketing, Supply Chain and Sport Management, the creation of such a qualification in the blended manner will offer significant value and benefits to the RMI and its members by providing members with an opportunity to experience flexible learning through interactive education.

"This will allow the members to study while they continue to provide service to their employers, resulting in the upskilling and professionalism of this vital industry in the South African economy," she added.

The Tshwane University of Technology's Department of Marketing, Supply Chain and Sport Management has signed a Memorandum of Understanding (MoU) with the Retail Motor Industry



Back row from left to right: Dr Edgar Nesamvuni (Executive Dean of the Faculty of Management Sciences), Dr Elizma Wannenburg (Head of Department Marketing, Supply Chain and Sport Management – Faculty of Management Sciences), Hedley Judd (RMI Director for the Tyre Equipment Parts Association) and Dr Gerard Baars (Erasmus University, Rotterdam). Middle row: Marcia Modiba (Motor Industry Workshop Association Representative, Northern Region) and Dr Moeketsi Sesemane (Director Teaching and Learning With Technology). Front: Professor Stanley Mukhola (DVC Teaching and Learning) and Louis van Huyssteen (RMI National Director of Training)

(RMI). The agreement will ensure that RMI members will have access to, and participate in, a blended delivery mode in acquiring a National Diploma in Retail Business Management.

Speaking at the signing ceremony, Professor Stanley Mukhola, Deputy Vice-Chancellor: Teaching, Learning and Technology, said the MoU will create opportunities for academics to work with important stakeholders in the retail motor industry.

"Working alongside industry and inviting them as guest lecturers is key to capacitate our learners through programmes that are aligned according to industry needs," he said.

Prof Mukhola further said that technology has impacted almost every aspect of life, and education is no exception.

"Digital transformation isn't about riding out a storm and hoping it will pass. It's about embracing change," he added.


Dr Wannenburg said she is honoured by the trust that the RMI has bestowed on her department. She assured delegates that the Diploma in Retail Business Management will equip the RMI learners

with the relevant knowledge and skills needed in their industry.

Louis van Huyssteen, the National Director of Training at RMI, and his colleagues said this project was initiated after the evaluation of various academic programmes available.

"Our members are located across South Africa and through this blended learning programme our members will have the opportunity to develop themselves through this qualification," he said.

Marcia Modiba, the RMI's Northern Region Association Representative for the Motor Industry Workshop Association (MIWA), added that institutions of higher education must offer more industry-based qualifications, which will inspire learners to educate themselves in a particular field.

This MOU commits to a close partnership between industry and the University, working towards a common goal; to create an innovative and educated culture and spirit. 

Contact person for enquiries at the RMI training department – Louis van Huyssteen: louis.vanhuysteen@rmi.org.za

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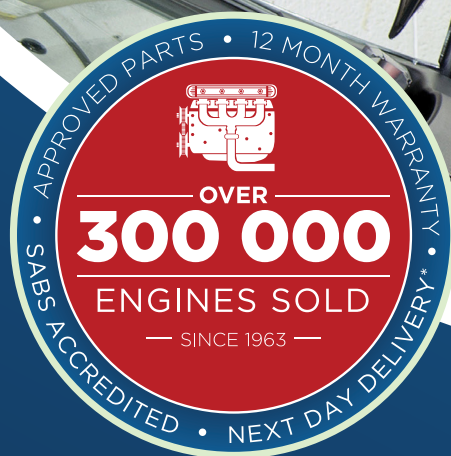
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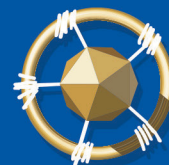
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What is a learnership?

A learnership is a structured learning process for gaining theoretical knowledge through an accredited training provider and practical skills in the workplace, leading to a qualification registered on the NQF. A learnership is outcomes-based and not time-based and allows for recognition of prior learning. Learnership duration varies but the average is about 12 months.

Who is eligible to enter a learnership programme?

Any person, employed or unemployed, may apply to register for a learnership:

- ✓ If you are employed, you may register for a learnership programme within the sector where your company or organisation operates; or
- ✓ If you are unemployed, you may register for placement in a learnership programme at your local labour centre or with employers in your area.

The Department of Labour refers unemployed individuals, who meet the minimum criteria, to employers looking for learners.

How does one apply for a learnership programme?

- ✓ If you are employed, find out which learnerships are available in the sector in which you work. Upon deciding which learnership programme is appropriate, you will need to enter into an agreement with your employer stating your rights and responsibilities as a learner; or
- ✓ If you are unemployed, you must register your profile at the nearest Department of Labour office, after which you may be referred to employers who may be looking for learners to enter learnership programmes.

What is an apprenticeship?

The apprenticeship system is a well-known technical training system, which covers both practical and theoretical components offered in listed trades. Once you have completed your training, you will need to pass a trade test to qualify as an artisan.

Who is eligible for an apprenticeship programme?

Any South African citizen, 16 years or older. There are different admission requirements for the various trades. Competence in Maths, Science and English will enhance your chances of selection.

How does one apply to enter an apprenticeship programme?

- ✓ If you are unemployed, you may apply to a company that is offering an apprenticeship programme; or
- ✓ If you are employed, consult with your employer as to the requirements and correct procedures to be followed to enter an apprenticeship programme.



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LEADERS IN CLOSING THE SKILLS GAP

NAAASP Business Development Programme

Q&A with Chuene Johannes Tolo, NAAASP Business Development Programme Facilitator

The RMI and merSETA have joined forces and are proud to launch this training programme on National Qualifications Framework Level 2 Learnership, registered with the Services Sectoral Education Training Authority



This is a pilot project in Gauteng for 42 owners (directors; sole proprietors; partners or members) and/or managers from the Retail Motor Industry Organisation's (RMI's) development membership category called National African Association of Automobile Service Providers (NAAASP). This initiative speaks to the RMI's objective to advance the Organisation's transformation agenda.

Learners have been grouped by proximity to their residences and businesses – one group attends class at the RMI Northern Regional office in Lynnwood Manor, Pretoria East, whilst the other group meets at the RMI National and Highveld offices in Ferndale extension, Randburg. Training on the Business Communication module commenced for both groups in June 2019.

Chuene Johannes Tolo specialises in consulting, facilitating, conducting outcomes-based assessments and moderation for various companies on a freelance-basis. His facilitating and consulting career spans over 16 year. He took some time to answer a few questions on the programme and its learners.

Q: What do you consider an essential element for success of a programme of such nature?

A: Commitment from all stakeholders, continuous engagement and timeous response to issues arising.

Q: Kindly share with us your best practices as a seasoned facilitator.

A: Collaborating with the learners and affording myself an opportunity to learn and gain as much knowledge as I impart.

Q: What is your impression of the quality of the group?

A: They truly understand their trade and are enthusiastic about learning new things. They are all sharing their expertise from their different environments, which enhances the learning experience.

Q: What do you suggest all stakeholders do to prevent learners from falling out of the programme?

A: Keep them glued to the bigger picture by continuously sharing the vision for this programme. They have to feel part of every step of this endeavour and have fun throughout this journey.

Q: How important are group/team dynamics with programmes like this?


A: That is very important, which is what we keep emphasizing as a team. Maintaining team cohesion, while recognising individual ability is imperative to the success of this programme.

Q: How do you suggest we positively influence the group/team dynamics?

A: By not allowing an "us and them" kind of scenario to develop. We have to strive to always be at the same level in order to fully understand the challenges they face on a daily basis. We have to

share the frustrations they come across in their own space and be genuine with the guidance and advice we provide.

Q: What, in your opinion, is necessary to promote these dynamics?

A: We must be visible and available for them as much as reasonably possible. This is a partnership and it can never be complete if we only see each other in the training room. We have to aspire to inspire, and that can only be achieved in practice. By visiting their business environment, following up on improvement tasks, encouraging and instilling self-belief, especially when the going gets tough are key to keeping the spirit of togetherness alive. 



New Venture Creation Level 2 Module 1: Business Communication

The purpose of this module is to teach study and language skills that will make studying easier.

This module is designed to help learners to:

- Improve studying skills
- Learn language skills that help in business
- Master reading skills for studying
- Interpret what they are reading
- Understand essential study skills
- Understand the basics of writing for business
- Understand different formats used in writing for business

Motor Industry Workshop Association

Beyond 2020 – The Repair Shop Evolution



automechanika
JOHANNESBURG


20 September 2019

Brought to you by **HaynesPro**
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From drive-ins to drive-throughs, from roadhouses to Uber Eats, from telephone operators to flexible phones, the world is evolving at speed and so is the motor industry.


MIWA is proud to present 'Beyond 2020 – The Repair Shop Evolution' at Automechanika SA, brought to you by HaynesPro in association with Mahle. The conference will take place

during the morning of 20 September and the participating sponsors include Electude, GUD, Gondelier, Jonnesway, Cathy Findley PR & Promotions, BeeDynamix and CSRS. MIWA will also be exhibiting as part of the RMI Pavilion throughout Automechanika from 18 to 21 September. "We'll take a look at the workshop of the future where we'll see greater connectivity of vehicles,

workshops evolving to accommodate electronics, sensors, remote assistance and more, and bi-directional communication with the vehicle, its data and customer," says Pieter Niemand, Director of MIWA. "We need to manage today in order to be ready tomorrow so we invite all MIWA members and those involved in the industry to join us for the journey." 

Keynote speaker – Stef Du Plessis

Ranked by the Institute for International Research as one of the world's leading practitioners in his field, over the past 20+ years, Stef Du Plessis and his Australian-based business partner, Steve Simpson, have delivered more than 5,000 assignments on five continents for an impressive list of organisations – like Barclays, McLaren, Kmart and many more. In fact, organisations in more than 50 countries have now used their one-of-a-kind approach to employee engagement and workplace culture transformation.

MIWA also has the privilege to welcome to the stage Jan Bambas from FIGIEFA, Peter Woods from HaynesPro Netherlands and a representative from Mahle. Join us for the exciting conference show and register on <https://eventsvp.co.za/eventlogic/paylogic/pay.aspx?refno=MIWA> 



Stef Du Plessis will be the keynote speaker at the upcoming MIWA conference at Automechanika



MIWA Chairman, Dewald Ranft, says the Portatour system is a big step forward for the organisation.


MIWA reps get high tech

MIWA is constantly evolving to meet the needs of its members. Six regional associational representatives now meet with members one-on-one. This is done to keep members aware of the latest industry

activity and receive feedback, and to ensure workshops are operating at the standard expected of a MIWA workshop.

The representatives are now using a highly-sophisticated Member Retention Management System called Portatour. It is a brilliant system that has standardised all new member applications and actively tracks and records the reps' activities. All requests and comments from members are captured onto the system. All documents for new membership applications are also loaded onto the system ensuring consistent criteria for membership.

"This is a big step forward for us as an association," says Dewald Ranft, Chairman of MIWA. "We have had challenges in the past regarding updating member information, consistency with new member applications, keeping track of members and so on. This new system

is the solution. The reps are finding it user-friendly and processes are faster and more efficient." 

Welcome to Madoda Sonwabo, the new Highveld rep, who joined the team at the beginning of July.



Madoda Sonwabo gets into the swing of things at the Youth Expo held at the Nasrec Expo Centre during June.

HaynesPro deal means affordable access to valuable info

MIWA, working together with Autobooks, has secured 60 HaynesPro licences at the price of R3,995 (VAT included) to make the workshop software

data package affordable for its members. Prior to this agreement, the costs of workshop software data were expensive and out of the reach of most of the smaller MIWA workshops.

"The agreement offers a solution to the problem of 'repair times' or 'flat rates' for our members. The 'flat rates' are no longer available in printed format, and are now only available as a module in a software workshop data package. This means that in order to provide a 'repair time' software programme it must be tied up to a HaynesPro software package," explains Pieter Niemand, Director of MIWA.

The offer is for the one-user Ultimate licence that includes all

three modules: WorkshopData Tech, Electronics and Smart.

"We are determined to keep HaynesPro affordable for MIWA workshops and to increase the coverage on SA vehicles. There will also be constant support for each workshop, both from Autobooks (RSA) and HaynesPro Customer Care," says Niemand.

MIWA members first receive a seven-day free trial licence before purchase, in order to evaluate the full workshop data package. This offer is only for MIWA-registered workshops, and they will be placed on their own database, especially branded for MIWA.

For more info members can email info@autobooks.co.za or contact their regional MIWA representative to sign up for the deal. 



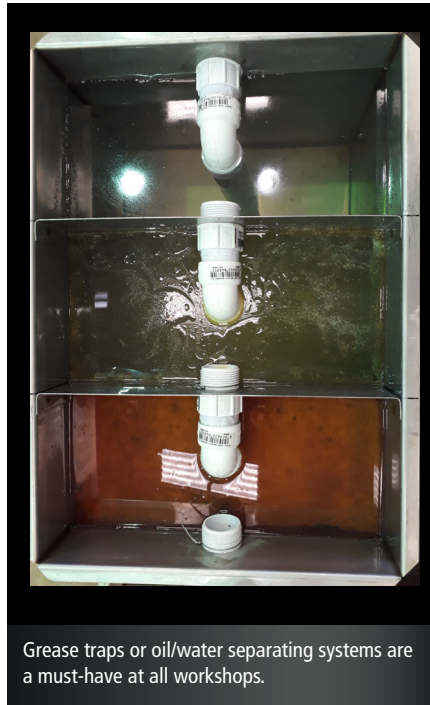
HaynesPro representative, Donovan Harwick, demonstrates the HaynesPro system to employees at French Tech Auto in KwaZulu-Natal.

Positive changes to promote greener workshops

The independent motor repairers' industry is responding positively to efforts to manage used oil and engage in other sustainability practices, says Chairman of MIWA, Dewald Ranft.


One of MIWA's priorities is 'Standard of workshops' so it has been promoting the responsible and legal way to dispose of used oil with its members through the introduction of affordable oil/water separators (or grease traps). "It has been well received," says Ranft.

A company based in Port Elizabeth has developed a grease trap made for business owners not washing cars and engines. It is suitable for workshops where there is only the washing of floors with a bucket system and where parts are cleaned with either water or air.



"The system is affordable and used above ground as many property owners do not always want a tenant to install underground systems," he explains.

There have been meetings held with municipalities in Port Elizabeth, Uitenhage and George and the grease traps manufactured specifically for workshops have been approved.

"We are looking into ways to assist members in other regions with their oil/water separating systems. As a part of our mandate, we believe it is important that our members make as little negative impact on the environment as possible and will continuously look for ways to ensure this happens," he concludes. 


The MIWA brand is out there

To promote MIWA, the public relations team continuously interacts with the media offering advice to motorists and sharing good news stories from the industry. The results have been very positive with MIWA featuring in the print, online and broadcast space regularly.

Along with that, new promotional items including banners, table cloths, magnetic car signs and more have been created. These are used to expose the MIWA brand to the industry at expos, conferences, regional meetings and so on.

Monthly, MIWA members receive the Spanner in the Works newsletter. Each edition carries a lead story

featuring an event or news item from the month followed by important industry announcements, new members, the latest graded workshops and more. The newsletter is also housed on the MIWA website – www.miwa.org.za.

"We recently launched our new site which is a portal for potential customers and members. Members can login and customise their profile in any way they want to adding pictures and specialisations," says Pieter Niemand, Director of MIWA. 




Monthly MIWA mails its newsletter, Spanner in the Works, to all members sharing industry news, competitions, community stories and more.

MIWA partners with CSRS to assist with OHS compliance

Occupational Health and Safety (OHS) compliance is a legal requirement for all businesses, and workshops are no exception. All MIWA members have to ensure their OHS compliance is up to date.

For this reason, MIWA has entered into a Service Level Agreement with Complete Specialized Retail Solutions (CSRS) wherein a preferential rate has been negotiated for a full-service Occupational Health and Safety solution.


The service covers aspects including legal file compilation, staff appointments, staff training, fire drills, base line risk assessment, ongoing compliance checking and maintenance, and more.

"This health and safety product has been specifically designed for MIWA members to suit employer, employee and business. We encourage all members to contact MIWA or their regional reps for more information," says Pieter Niemand, Director of MIWA. 

Training is our responsibility

As the biggest association of the RMI, MIWA also has the biggest responsibility when it comes to training and skills development. MIWA has various training initiatives underway with future projects in the pipeline. "Only through training will we ensure sustainability of the industry."


"We realise that employers and in-company mentors need to very often go above and beyond using hard copy training material for apprentice training. Technology allows for YouTube clips to be used to blend theory and practical. A MIWA delegation visited Automechanika Frankfurt in September 2018 and was introduced to Electude, a Netherlands based company specialising in online electronic training modules incorporating simulators," says Pieter Niemand, Director of MIWA.

Electude SA and MIWA have worked together to find a solution for blended learning approaches particularly for the motor mechanic and diesel mechanic trades. The mapping of the Electude modules for the motor mechanic trade against the Competency Based Modular Training (CBMT) delivery method has been tested and found to fill the gap in the use of only hard-copy training material. The flexibility of the Electude solution is such that regardless of delivery method, legacy or new occupational qualification, modules get mapped against the requirements in the relevant curriculum. 

Members interested in the Electude solution can contact Wilma Oosthuizen at MIWA national office on 012 348 9311 or wilma.oosthuizen@rmi.org.za.

Workshops earn their stars

The purpose of the MIWA audit is to continuously evaluate the relevance of member workshops, ensure that they are ready for un-announced audits from the likes of the Department of Labour, providing guidelines for continuous upliftment, create credibility and improve consumer and business confidence when dealing with the aftermarket workshop. The MIWA audit is an external audit conducted by an independent auditor confirming three stars for accredited workshops and four and five stars for graded workshops. Certificates are valid for a period of 24 months from date of completed audit. As part of the MIWA value proposition the audit fee is included in the annual membership fee.

"MIWA has been working hard to ensure all its members are graded and accredited. We are always pleased when members see the importance of a star-rating and work hard to up their level of accreditation," says Pieter Niemand, Director of MIWA. 



(From left) Pieter Niemand, Director of MIWA, presents Ernest Labuschagne, owner of Optima Auto, with his five-star grading certificate.

Dealing with car woes?

Understand the complaints process

Feeling unhappy with your vehicle's repairs? The new car you bought not what you expected? Jan Schoeman, Chief Operations Officer for the Retail Motor Industry Organisation (RMI), says there is recourse for inefficient servicing of vehicles, if, of course, you have used the right service provider



Jan Schoeman, Chief Operations Officer

What's also important is to understand the process. "There are different bodies with specific mandates within the industry," he says.

The Motor Industry Ombudsman of South Africa (MIOSA) was established in 2015 in terms of the Consumer Protection Act (CPA) and is tasked, in the main, with the resolution of consumer complaints through a process of adjudication.

"The very nature of adjudication is, however, time consuming and the consumer is never quite guaranteed a specific outcome, which has resulted in a number of misconceptions about the process," says Schoeman.

Rulings made by the MIOSA are not legally enforceable in their own right. Consumers who receive favourable rulings which are not accepted or acted on by the service provider are required to approach the consumer tribunal to have these rulings converted into awards that are executable in law – a process that can also be extremely time consuming.

"The RMI has developed a sophisticated alternative available to consumers with complaints before they approach the MIOSA, or opt for the legal route," says Schoeman.

The RMI process is based on facilitation and mediation between consumers

and accredited RMI members. It is designed to produce speedy and equitable outcomes to consumer complaints. Over many decades of consumer dispute resolution, the RMI has consistently maintained a settlement rate in excess of 90% of the more than 20,000 complaints and inquiries received through its various regional offices, annually.

So how does it work?

"We always encourage consumers to first try and resolve the matter directly with the supplier. If this doesn't work then consumers can approach the RMI for assistance. Firstly, you will need to visit the RMI website and download the complaint referral form. You then need to complete the form and submit it, together with all supporting evidence, to the nearest RMI regional office. The assigned RMI department will then start the process of looking into the matter," says Schoeman.

The mediation process is non-legal and therefore no legal representation is allowed unless otherwise advised and is done without prejudice.


For these services, the RMI has a no-charge policy, unless during the process a technical inspection and report is required. The costs of these services will be for the complainant's account.

It's also important to note that no unsigned or half-filled in forms will be processed.

"The RMI prefers that all contact be in writing for everyone's protection. This also ensures the RMI's impartiality," says Schoeman. "The process is quick and effective. In most cases, disputes are resolved through the facilitation process. If no suitable outcome can be reached, the vehicle owner can then escalate the case to the MIOSA."

Once again, Schoeman highlights the importance of only dealing with accredited RMI members.

"We want consumers to know that they do not have to accept a service that is below par from an RMI member. We believe in transparency and best business practices. We are an industry that believes in excellence. RMI members have to adhere to strict standards to retain their membership, so the likelihood of needing dispute resolution is lower when using an RMI member.

"Your car is the second largest investment you will make after your home. Taking your car in for a repair can be a costly exercise. Getting what you pay for, i.e. a car that is running properly and fully repaired, should be the obvious outcome. If this hasn't been your experience, then remember that there is a dispute resolution process," he concludes. 

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25 years of successful used oil recycling

More than 1.5 billion litres of hazardous used motor oil has been kept out of the environment, thanks to the efforts of the ROSE Foundation (Recycling Oil Saves the Environment) which celebrates 25 years of successfully driving the responsible recycling of used lubricating oil



Bubele Nyiba, CEO of the ROSE Foundation

ROSE, a non-profit organisation that was established by the major lubricant manufacturers and distributors in South Africa, is an example of a successful frontrunner in the voluntary formation of an Extended Producer Responsibility (EPR) programme in South Africa and has enjoyed great successes in its quarter of a century of operation.

Approximately 350 million litres of new lubricant oil is sold in South Africa every year. The new oil is a combination of locally manufactured, as well as imported lubes. Of the oil that is sold, approximately 150 million litres becomes used oil, of which 120 million litres is collectable for recycling.

Used oil is full of contaminants that are dangerous to the environment – with one litre capable of contaminating one million litres of water – so the ROSE Foundation's efforts are highly necessary.



The formation of the ROSE Foundation to drive used oil recycling was initiated in April 1994, after the government withdrew support for the used oil re-refining industry. Previously, lubricants were taxed to subsidise the re-refining of used oil back into lubricating oil. When this subsidy was removed, the major lubricant companies operating in South Africa took it upon themselves to help protect the environment. Currently 21 of the leading lubricating oil manufacturers and distributors belong to the ROSE Foundation.


Most used oil in South Africa is partially processed to remove certain impurities before being recycled into burner fuel, which is used in furnaces and boilers for the production of a wide range of products. Processing reduces hazardous air emissions and the end product is cheaper than virgin furnace oil.

"All recycling models need to be sustainable and need to work towards a circular economy to be viable in the long term. ROSE has proved that recycling protects the environment, creates widespread employment opportunities and has a knock on financial benefit

for many. ROSE spearheaded Extended Producer Responsibility – an essential requirement in waste management – 25 years ago, long before it was a legal requirement in South Africa. The organisation is a case-study example of a successful EPR programme that was voluntarily implemented," says Bubele Nyiba, CEO of ROSE.

ROSE will continue to increase the volumes of used oil collected and recycled to ensure a cleaner and safer environment for the next generation.

According to Fabian Magerman, chairperson of the ROSE Foundation, the single biggest challenge facing the used oil sector is, and will continue to be, legislation and how it will impact the industry.

"It is imperative that ROSE works alongside government to ensure we help shape legislation which will benefit all stakeholders in the oil industry," he says. "We will continue to lobby key stakeholders who make up the value chain in used oil collection to follow our example. This must be done in conjunction with government." 

Training for tomorrow's needs

The merSETA-ROI Online Assessment Tool meets Industry 4.0



The world is still mulling over the impact of Industry 4.0. The best theorists are still attempting to anticipate Industry 4.0's economic, social, environmental and legal impact, not to mention the political ramifications

Industry 4.0 represents both chaos and order. It has displayed the potential for productive harmony but also the capacity for workplace upheaval. The Internet of Things is both a formidable challenge as well as possibly the greatest technological ally that the world will experience.

Some say unemployment ranks will swell by dramatic numbers, while other point out that millions more specialised work opportunities will be created.

Despite differing views on its impact, the one certainty is that it up-ends traditional thinking and ways of doing things, both in our work and private lives.

As the merSETA is heavily involved in facilitating training and upskilling, the question is: What do organisations like ourselves do to confront the challenges?

The 'knowledge worker', spoken of consistently in the past, is now a reality.

There is, therefore, a need to refocus education and skills on training today's workers for tomorrow.

We, at the merSETA, have recognised this deficit in old-style training and have pioneered initiatives to align today's work for tomorrow's needs.

Part of this process is making investment in human capital

attractive to the business sector. The business sector, especially the small and medium-sized segment, must be convinced that it is financially attractive and profitable to train people, especially through the apprenticeship system.

Our partnership with the Retail Motor Industry Organisation (RMI) in the online Return on Investment Calculator enables a company to quickly and simply estimate the potential contribution a single apprentice can make during the training period. This tool allows a company to make an informed and credible decision after assessing the positive financial impact of taking on apprentices and learners.

In the last year, the RMI has been hosting workshops to acclimatise its members with this tool. Three trades were identified for the initial phase. These are Automotive Mechanic, Automotive Spray Painter and Automotive Body Repairer.

You can access this tool through the merSETA website.

Statistics and research prove that there are serious economic benefits when people are trained for the new economy.

In South Africa, we often cite the Asian tigers as examples of rapid economic growth coupled with higher employment levels and skills. These countries include China, Singapore and South Korea.

Extensive research has revealed that those Asian countries invested enormously in workplace learning, thus not only improving the knowledge, skills and abilities of workers, but also rapidly increasing performance and productive output. This has led to higher customer satisfaction.

We have to be at the forefront of new industrial processes around the way business, resources and technology are organised. We have to deliver a compelling argument for apprenticeship recruitment and training.

And the merSETA-RMI online tool proves this point.

'Till next month! 



Written by Wayne Adams, merSETA CEO

Cannings outgrows old premises

Established in 1973, Cannings Automotive Refinishing Specialist is a third generation family-run business and one of Cape Town's longest running and largest motor body repairers. It is a major structural repairer, as accredited by the South African Motor Body Repairers Association (SAMBRA), an affiliated association of the Retail Motor Industry (RMI)



The company recently moved from its old premises to the vibrant, up-and-coming Salt River. It is now conveniently situated to service the greater Cape Town area. The RMI chatted to Barry Canning about the new location and the retail motor industry.

What made you decide to move premises?

We had reached the stage where we could not grow our business any further in the building we purchased 26 years before. We were literally bursting at the seams. So when we started receiving offers from developers for our building we took the decision to sell if the price was right and could find an alternative building that met our strategic needs, namely size and location. This has come to pass.

What was the best part about moving?

We have been operating in our new

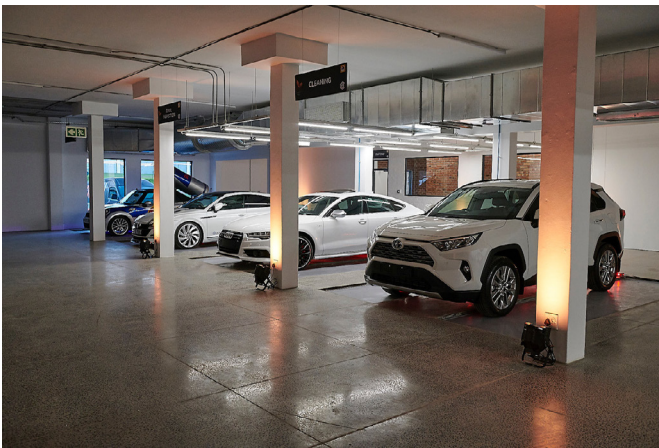
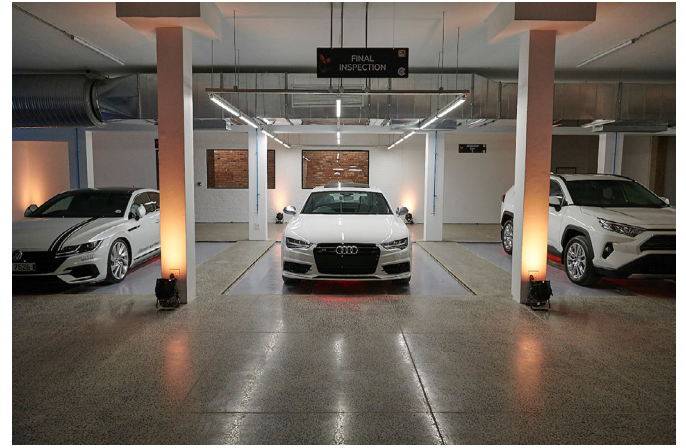


premises for only a short period, but it is already evident that we have the capacity to significantly increase our through-put, which will in turn improve our viability. Our future looks bright.

What exciting things can clients expect to see at the new premises?

Our state-of-the-art facilities and

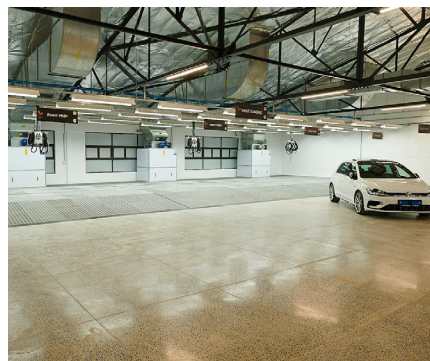
equipment. The layout of the building was designed for maximum efficiency and eco-friendliness. We have implemented Glasurit waterborne paints, noted as more environmentally friendly, safer to use, durable and long-lasting with a high gloss finish, and we use waterless car cleaning methods. Rainwater collection tanks were installed as well as auto lighting with sensor technology to save power are



ways in which we have prioritised a more environmentally sustainable business.

What changes have you witnessed in your sector in the last 26 years?

The advances in vehicle technology. This has created the need for the industry to keep pace developing more sophisticated equipment used in the repair processes and ongoing upskilling of artisans and labour. This has led to OEMs introducing approved motor body repair programmes that require interested parties to meet strict criteria relating to facilities, equipment and personnel. The regulatory environment has also become more challenging with businesses having to comply with more and more legislation such as the EE Act, the BBBEE Act, the OH&S Act, the LRA, and the BCEA, to name a few. The interface between the insurance industry and repairers has entered the electronic and digital age. All of this has added more layers of costs in running a motor body repair business.



What challenges currently face the motor industry?

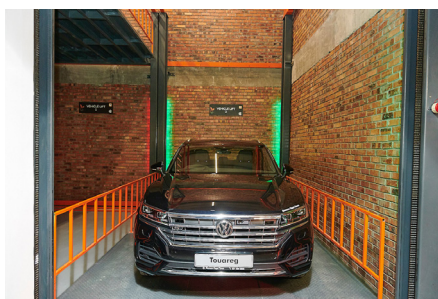
A good barometer for the welfare of the retail motor industry is new vehicle sales. These have languished in the doldrums for quite some time now and as a consequence participants in the retail aftermarket have been experiencing a challenging trading environment. This is likely to persist for some time while government attempts to reinvigorate the South African economy. Sadly, there will be casualties.

How do you plan to overcome these challenges in your business?

To avoid being one of the casualties, we will continue to do what we do best – deliver a superior service at competitive rates. In order to remain competitive we continue to control costs and maximise efficiencies and productivity. We also maintain a tight control over cash flow, for this can be considered the life-blood of any business.

Where would you like to see your business in the next 26 years?

Climate change is a hot topic, particularly in the first world. Greenhouse gases and carbon emissions are regarded as significant causes of climate change, and huge efforts are being made to reduce these. Worldwide, OEM's are responding to this need by developing vehicles that do not require fossil fuels to propel them, but rather are electrically driven.



This, together with the evolution of artificial intelligence, will exponentially change the technology behind the manufacture of vehicles which in turn will have a impact on the technology required to repair the new generation of vehicles. So over the next quarter of a century we see ourselves as keeping pace with this evolution by

continually investing in the necessary repair technology. In a nutshell, we intend to remain market leaders in the automotive refinish and repair industry.

What advice would you give to someone who wants to open a business in the motor industry?

It will be brave persons who wish to open a business in the motor industry in the current economic climate. But if they are determined to do so, I would advise them to do their homework first. A sound understanding of business principles is a must, so whatever it will take to gain this knowledge, I suggest they embark on it. Sign up for short courses that are available through distance learning and read

text books on the subject. At the same time become familiar with the regulatory environment in which they wish to operate, which in many ways add hidden costs to the overheads. Gain an understanding the role the Motor Industry Bargaining Council has in the industry and how it impacts on business, particularly from an employee perspective. Develop a sound business plan, underpinned by adequate funding. If necessary consult experts in the field of business development, the costs of this will be well worth it. Finally, join the RMI through one of its constituent associations. The organisation has so much to offer by way of benefits, particularly through its many support mechanisms. 

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Building trust

Trust within an organisation is at best complicated and fragile. When the current business model for the organisation is not working and changes becomes inevitable, corporate backstabbing – always being alive and well – will suddenly become very visible and observable. Ross van Reenen looks at these challenges facing companies and individuals when anyone can expect the proverbial knife or arrow in the back.



One of the most important ingredients for success in the business world is trust within organisations.

Working against this are betrayal, 'breaking faith', and the misinterpretation of statements made by individuals at various levels in organisations or by top management. Trust is a crucial factor in organisational effectiveness, and building and restoring it in times of turmoil should be at the top of every manager's agenda.

Trusting others can be difficult, especially for a CEO or MD who is a workaholic or perfectionist, and with shorter tenures of people in management, corporate backstabbing will often rear its ugly head. Unfortunately the consequences of these actions have become almost commonplace. Rivalry for a desired position in an organisation will seldom occur without some metaphorical blood being spilt.

When the business model of a company changes because of a turnaround strategy, mergers and acquisitions, the sale of the business, or the replacement of a CEO, the descent into corporate backstabbing is virtually inevitable.

Corporate backstabbing has become synonymous with any 'change management and turnaround strategy' as the extreme stress sometimes results in managers simply not being able to cope. They become nervous and irritated, suffer from attacks of guilt and become too overwhelmed to think clearly. These sentiments will filter down to employees who begin to feel similar stress, often resulting in the company falling into crisis-management mode.

Employees begin to question the competency of the manager in relation to the task at hand, worrying about the fact that they may find themselves without a job at the

end of the day. This in turn leads to rumour-mongering, usually initially aimed at the manager and corporate backstabbing is inevitably the outcome.

When everybody starts to worry, trust evaporates. There are a number of uncomfortable truths about corporate life that can lead directly to backstabbing behaviour:

- o There is no such thing as a casual conversation – people simply draw whatever meaning they want from other people's comments.
- o There is no such thing as a private conversation – Murphy's laws dictates that whatever is said will somehow be circulated back to the person who would be most affected by it.
- o When a manager takes over a troubled branch, she will always be held responsible for the misdemeanours of her predecessor.
- o Whatever may be suggested, people often automatically attach the most paranoid and negative connotations and interpretations to

- every comment and movement.
- o Top management may not always be supportive of a managers' actions, regardless of how honourable they may be.
 - o Memos and emails may be construed as personally directed and harmful, leading to stressful and negative interpretations.

Is there a different way to climb the corporate ladder without backstabbing other people in the process, sometimes not even deliberately, and still keep your integrity?

In his article, published by Inc. *Six Ways to Climb the Corporate Ladder Quickly and Keep Your Integrity – get ahead without regret* Todd Nordstrom, content director, O.C. Tanner Institute wrote:

There is.

Here are six lessons Nordstrom learned through countless interviews throughout his own career history; that both maintain integrity and capture the spotlight to help individuals rise up quickly through the ranks.

1. Lift others, not yourself – Throughout my career, I've watched leaders rise and gain the spotlight by focusing on helping those around them thrive, rather than just focusing on their own work, whether they had the title already or not.

2. Treat people like family – It may sound cliché, but it's true: We all know when our bosses and co-workers sincerely care about us. We feel it, we know we're part of something bigger than ourselves. Garry Ridge, CEO of WD-40, calls his staff a tribe. Think about what that means for second. When you show the tribe that you're there to support it, then it will support you.

3. If there's heat, learn to remain dispassionate – Disagreements and drama are bound to happen in any group. The question isn't if you'll be involved. It's how you'll be involved. I've sat in board rooms where extremely smart people have emotionally lost their cool, said things they can't take back, and ruined their chances at future leadership roles, all because they didn't remain cool-headed in the face of high pressure.

4. Let people win and lose, because it's okay – Your path through your career will include wins and losses. Remember that those around you are also going to experience wins and losses, too. When someone else loses, don't take advantage of them.

5. Value differing perspectives – In a current culture overloaded with division, it's important to realise why you have certain perspectives and to try understanding why others might have perspectives that differ from yours. It's okay to disagree. It's okay to ask questions. It's not okay to be unkind.

6. Recognise people, their effort and their results – Whether you're dealing with your boss, a co-worker, an employee, a vendor, or someone who works on the other side of the building, it's time to polish your recognition skills.



Everyone wants a pat on the back when they've done something great. When you're the one showing appreciation, those people will remember you.

In many cases the origins of breakdown in trust can be traced back to those proximities between staff, where people talk freely about their lives, spouses, colleagues and bosses. As one leading advertising executive has said: "This kind of internal backstabbing and gossiping is like a malignancy in an organisation and should be removed – like a tumour – with those responsible being fired."

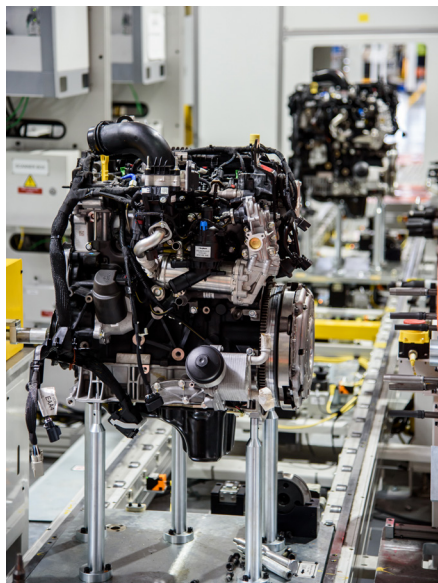
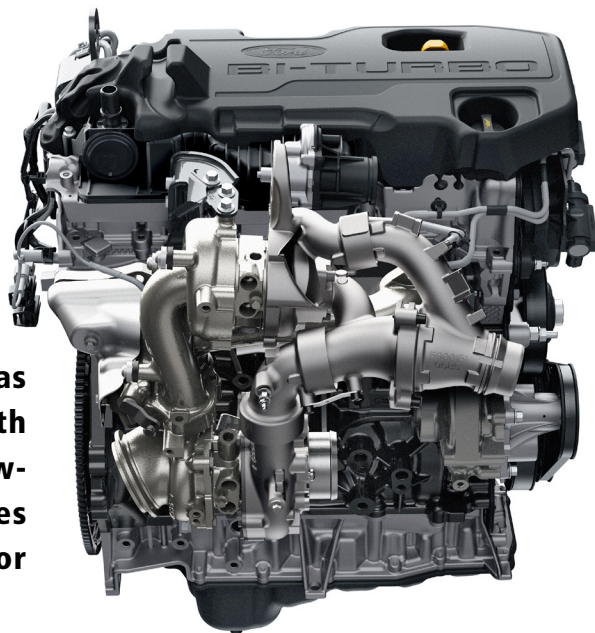
There is no upside to gossip and rumour. As marketing and communications strategist Clive Simpkins points out: "It arises in a climate of uncertainty or in the face of poor leadership where there is poor direction."

Corporate backstabbing is a reality and generally indicative of discontent and personal insecurity. It is simply a destructive behaviour, without value, serving to eradicate trust at all levels.

But, let's chat about it over a cup of coffee. ☕

Ford plant geared to meet growing demand

The Ford Struandale Engine Plant in Port Elizabeth has successfully implemented its production expansion with the installation of a new assembly line for the new-generation 2.0 Bi-Turbo and Single Turbo diesel engines used in the New Ford Ranger, the first-ever Ranger Raptor and the New Everest



The expansion also introduced higher production capacities for the component machining and engine assembly for the Duratorq TDCi engines that are used in selected Ford Ranger and Everest models, and supplied to customer plants around the world.

The production expansion formed part of a R3-billion investment announced in 2017 for Ford's South African operations at the Struandale Engine Plant, as well as the Silverton Vehicle Assembly Plant in Pretoria.

The official announcement of the new diesel engine programme took



place in March 2018, with the first production-ready engines produced at the end of last year in the new 3,868m² facility in preparation for the recent market introduction of the latest Ranger and Everest models.

"Last year was extremely busy for the Struandale Engine Plant as we went through the build-up phase for the new Bi-Turbo and Single Turbo engines, increased our capacity and added 22 new derivatives of the Duratorq TDCi engines, while simultaneously continuing with the existing machining and assembly operations for the existing engine programme," says Plant Manager John Cameron.


"The launch was successfully signed off on time and we have been ramping up our production to meet the growing demand locally and internationally," Cameron adds. "We are exceptionally proud that the Struandale Engine Plant is now responsible for two important engine programmes with


a record installed capacity for up to 250,000 engines per year."

The Port Elizabeth plant is capable of producing up to 120,000 Bi-Turbo and Single Turbo engines annually. All of these units are supplied to Silverton for installation in the new Ranger and new Everest models, with around two thirds destined for 148 global export markets and the balance sold locally.

The Duratorq TDCi engine programme has an installed capacity for up to 130,000 engines which are also supplied to Silverton for local vehicle production, as well as exported to customer plants in North America, China, Turkey, Russia and Italy.

Additionally, the Struandale Engine Plant has reached its highest installed capacity yet for machining up to 280,000 component sets for the Duratorq TDCi engines, comprising cylinder heads, blocks and crankshafts. These are used for local engine assembly, and exported to Ford engine assembly plants in Thailand and Argentina.

As part of the upgrades, a new 5,418m² warehouse was built on the Struandale site to house all the required parts, components and tools on-site to maximise production efficiency for the two engine programs. 



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Heat distribution in an engine

How hot does an engine get?

The temperature gauge on a car's dashboard gives you almost no indication of how hot some parts of an engine gets. It measures only the temperature of the water at a point where it leaves the cylinder head. The gauge is there to warn when the cooling system is no longer performing correctly, but unfortunately it often warns you after the damage is done. This article will look at the temperature distribution inside an engine working under normal conditions such as when cruising at 120km/h

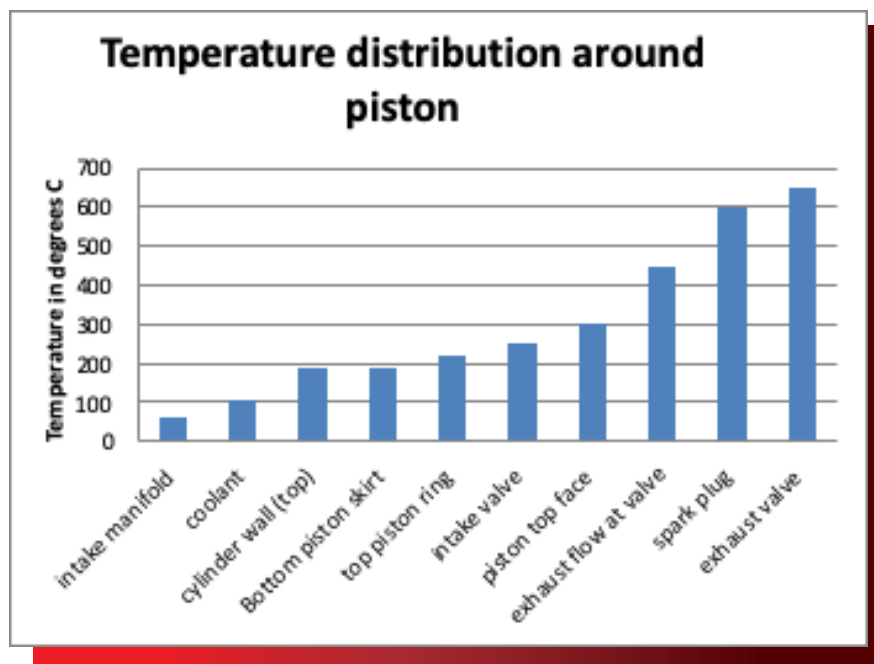
In a modern petrol engine about a third of the energy released from the fuel shows up as power at the flywheel. This seems low but it is a lot better than a steam engine which is less than 10% efficient but not as good as the more than 40% that diesels can achieve. Another third of the energy is carried away by the exhaust gas and the last third goes into the cooling water. We'll take a look at the paths followed by the heat as it travels towards the cooling water.



TEMPERATURE DISTRIBUTION

This chart shows the temperatures measured in the piston area in a petrol engine running at a normal steady state such as when cruising at 120km/h.

only during those brief fractions of a second when it's closed. The piston top is the furthest away from the cooling water and has to rely on oil to carry some of the heat away. The



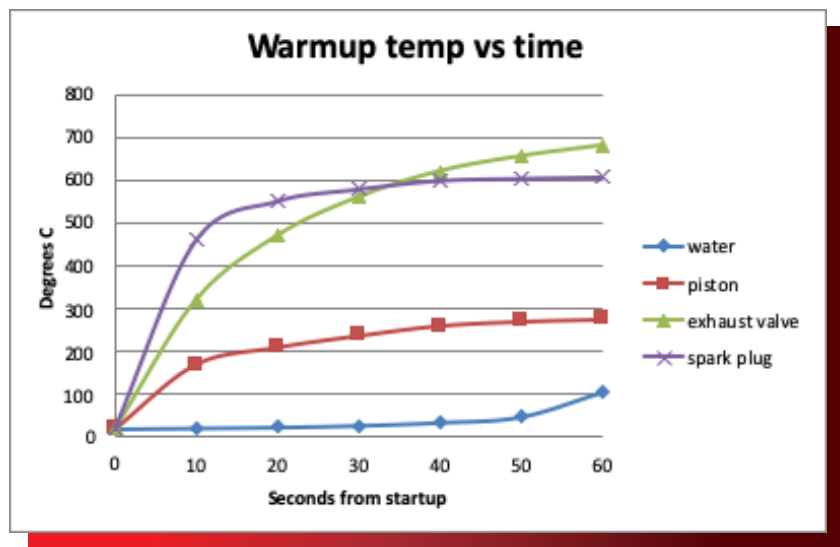
The piston top face, the spark plug and the exhaust valves are the hottest not only because they're exposed to the high combustion temperatures but also because they're in places where they're far from the cooling water. The exhaust valve is in contact with a cooler surface

spark plug's heat path is determined by the length of the central porcelain insert. Each engine design requires a particular heat dissipating length to keep the temperature of the plugs in operating range of 300 to 650 degrees Centigrade.

TEMPERATURE RISE DURING WARMUP

All engine components are designed to operate at temperatures close to the values shown in the above graph. This means that when you start an engine from cold it will not be running at its best. In a modern computer-controlled engine this will hardly be noticeable but in a car equipped with a carburettor the rough running and lack of performance will make it obvious that something is not right. Many of the clearances between parts will be excessive leading to mechanical noise and extra wear.

This graph shows the way temperatures would rise during the first 60 seconds after a start-up in a petrol engine that was stationary for some hours at 20°C.



It's interesting that the cooling water warms up very slowly but the exhaust valves and the spark plugs are practically at their maximum temperatures after one minute.

Even after one minute the engine will not be running at its happiest condition. The intake air will be below normal temperature and the piston/cylinder wall clearances will still be wider than normal. This will affect the combustion conditions and lead to a loss of power.

HEAT FLOW IN THE INTAKE MANIFOLD

When the air enters the intake manifold its temperature rises from ambient to a maximum of about 60°C, due to the fact that the manifold is hotter than the air. Carburetted engines usually need a hot-spot on the manifold to encourage the fuel to evaporate. Fuel evaporation aids proper fuel/air mixing and this promotes the formation of a homogeneous mixture. Unfortunately, an increase in mixture temperature

reduces the volumetric efficiency by reducing the air density so that a smaller mass of air reaches the engine. In addition, the evaporated fuel displaces some of the air and this also reduces the amount of air that reaches the engine. This situation has led to specially-designed hot-spots in the manifold that promoted evaporation of only 60% of the intake air. The rest of the evaporation has to take place inside the cylinder during the compression stroke and so help to cool down the cylinder walls.

Heating the intake manifold also increases the temperature at the end of the compression stroke and this is undesirable. It may cause harmful detonation. Multipoint fuel injection came to the rescue by making it possible to inject the fuel in such small droplets that very little heat was needed to promote evaporation. The need for a hot-spot is eliminated and the fuel is often injected onto the back of the intake valve to utilise the heat from the valve to aid evaporation and cool the valve down at the same time.

TECH TALK

HEAT FLOW IN THE COMBUSTION CHAMBER

As the piston moves upwards during the compression stroke, the volume occupied by the mixture above the piston reduces and this results, in a pressure and temperature increase only slightly offset by the cooling that occurs when the remainder of the fuel droplets evaporate. Some of this heat flows away into the cylinder walls but a few milliseconds later the combustion process adds so much heat that the temperature rises to about 3,000°C. A great deal of this heat warms up the combustion chamber and cylinder walls that are in contact with cooling water while the rest flows into the piston that is cooled in some engines by a jet of oil sprayed from underneath.

The combustion chamber, cylinder walls and piston cool down fairly rapidly as the piston goes down on the power stroke and experiences no further heating during the exhaust stroke so that by the time the exhaust valve opens the gas temperature is down to just over 600°C. In a running engine the rapid sequence of intake, compression, power and exhaust cycles causes an up-and-down variation of temperatures inside the engine but it's interesting to note that the cylinder walls transmit less than 10% of this variation to the cooling water, which usually stays at a constant temperature as long as the engine operating conditions remain steady.

HEAT FLOW IN THE EXHAUST MANIFOLD

Petrol engines experience exhaust temperatures in the range 400 to 900 degrees Centigrade, while unblown diesel engines usually generate temperatures in the range 200 to 500 degrees Centigrade due to the cooling effect of a high expansion ratio that goes hand-in-hand with a high compression ratio. Supercharging and turbocharging can easily raise these temperatures by another 200°C because it results in more fuel being combusted.

Some high-performance engines are fitted with hollow exhaust valves that contain

sodium. Liquid sodium is vapourised at the hot end of the exhaust valve and condensed back to a liquid at the cool end. This has been shown to be a very effective way to cool the valve.

FACTORS THAT AFFECT HEAT GENERATION

Engine size

The power an engine develops is proportional to the volume of the fuel/air mixture being combusted but the heat loss is proportional to the surface area exposed to the heat. Since volume is proportional to length cubed while area is proportional to length squared this implies that the ratio energy generated/heat lost increases with engine size. In other words a bigger engine loses less heat and this makes bigger engines more efficient. This explains why big marine diesel engines developing something like 90,000kW have efficiencies well over 50%.

Engine speed

The amount of fuel combusted increases as the engine speed increases with the result that all engine parts experience an increase in temperature.

Engine load

More power demand from the driver results in a larger throttle butterfly opening with the result that the intake air is denser and the engine generates more heat. It also implies that the effective compression ratio, which depends on the air density, increases. The result is that an engine is most efficient at the speed/load condition where it develops the most torque. The theory behind modern eight-speed and CVT gearboxes is that they can be programmed to keep the engine close to the sweet spot on a three dimensional speed/load/efficiency graph.

Spark timing


The correct spark timing for an engine at any load/speed combination is usually

Jake Venter has worked as a mechanic, as an engineer in an engine assembly plant and as a lecturer, but now prefers journalism.



determined by running it on an engine dynamometer and experimenting with different ignition timing settings. The correct setting is the one that results in the most power. This will also be the setting that results in the highest combustion temperature. If the spark timing is incorrect the combustion temperature will be lower. If the timing is retarded the combustion process takes up a larger portion of the expansion stroke and this results in a higher-than-normal exhaust gas temperature. Many years ago I worked at a Chrysler assembly plant as an engine dynamometer technician and had to test randomly selected engines coming off the assembly line and run them for 10 hours on the dyno as an assembly quality check. The dyno cell was fitted with a normal full-length Chrysler Valiant exhaust pipe and if the ignition timing was considerably retarded, the full-throttle run resulted in the full length of the exhaust pipe getting red/yellow hot!

Fuel mixture strength

Maximum torque occurs at a fuel/air mixture slightly richer than chemically-correct and this also results in the highest combustion temperature. As the mixture gets richer the combustion temperature goes down because the heat required to evaporate the extra fuel cools down the intake air. This explains why most CPUs are mapped to enrichen the mixture at large throttle openings, especially on turbocharged engines. Lean mixtures result in a lower maximum combustion temperature but it also lengthens the combustion process so that the average combustion chamber temperature increases. 

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22 AUGUST 2019

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HIGHLIGHTED CONFERENCE SPEAKERS



Andrew Kirby
President
NAAMSA



Bruno Grippay
VP Product Planning,
Program Management &
Market Intelligence
Nissan Automotive



Craig Parker
Research Director for Africa
Frost and Sullivan



Douglas Comrie
Managing Director
B & M Analysts



George Mienie
CEO
AutoTrader



Ghana Msibi
Executive Head of the
Motor Division - WesBank



Hiten Parmar
Director
uYilo eMobility



Mike Mabasa
CEO
NAAMSA



Mike Vincent
Director
Deloitte

SESSION TIME	TOPIC
08:20-09:00	Welcome and opening session
THEME ONE:	EMBRACING INNOVATION AS AN INDISPENSABLE CATALYST FOR PROSPERITY AND SUSTAINABLE GROWTH
09:00-09:30	Is the Automotive Masterplan robust enough to insulate future changes?
09:35-10:05	How will localisation and transformation create joint prosperity and unlock growth?
10:10-10:40	Is Government ready as a catalyst and an enabler for change?
THEME TWO:	AUTOMOTIVE TRENDS, TECHNOLOGY AND CONSUMER BEHAVIOUR
11:05-11:35	INTERNATIONAL KEYNOTE ADDRESS: Autonomous, Connected, Electric & Sharing (ACES)
11:40-12:30	PANEL DISCUSSION: Is the South African Automotive Industry ready to lead the innovation charge?
12:40-13:05	The consumer of tomorrow, impact of buying behavior and the role of dealerships
13:10-13:30	Industry Roadmap

CONFERENCE DELEGATES:

Delegate Fee R2295 incl.VAT
Group Fee (3 or more delegates) R1720 incl.VAT

CONFERENCE DELEGATES QUERIES PLEASE CONTACT:

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Partinform Mosselbay

The Partinform Automotive Components Trade Show visited Mossel Bay on 17 July at the Diaz Hotel and Resort. The function was well attended – 150 industry players turned out for the event, demonstrating, once again, the importance of promoting quality parts in the automotive industry



The various stands were busy, with visitors asking questions about the parts and brands on display. The knowledge gained stood them in good stead later in the evening as the popular quiz show took place and contestants were asked questions about the various brands and products. The sponsors of the prizes for the contestants of the quiz show were Gabriel, Auto X, Holts and Valeo. The evening's winner will be attending the go-kart racing at the Partinform year-end function.



The Partinform members as usual went to great lengths to ensure that their stands were attractive, well laid out and attracted the visitors to the stand but as always there can only be one winner and the "Best stand of the evening" award went to Monroe.




The RMI stand attracted attention with many questions being asked about the benefits of belonging to the RMI. The RMI continues to support the Partinform initiative of 'good quality parts' in maintenance, service and repairs. The

association believes that increasing market awareness of quality branded products is to the mutual benefit of all in the automotive industry.

The Partinform events continue to move around the country and are popular with the automotive community in the

areas visited. The events are seen to be informative, promoting quality branded products in maintenance, service and repairs.

The next Partinform road show takes place at Swartkop Raceway on 4 August 2019 and will be part of the Cars In The Park event. All interested parties are welcome. 

If you are involved in the automotive industry come and visit the event and spend time communicating with your fellow members of the automotive community or if you need more information contact Charmsevents on 082 381 9026 or charmseventa@mweb.co.za

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TERMINATION



Remedies for unfair dismissal

Disciplining employees within the South African labour context may prove to be challenging. Unfortunately, this is a challenge that cannot be avoided, and each business owner will be required to exercise some form of discipline during the course of its employees' tenures

When an employer is forced to take disciplinary action against an employee, the employer needs to ensure that procedural – and substantive – fairness requirements are complied with.

When the misconduct is of a serious nature, the Chairperson will in most instances recommend a sanction of dismissal. Ordinarily, in such matters, the trust relationship between the parties would have irrevocably broken down and continued employment would no longer be an option. Trust is a fundamental aspect and every employee owns a common law duty to act in good faith towards his/her employer; should he/she fail, the consequence should be the termination of the employment relationship.

Following dismissal, the employee obtains certain recourses.

The employee will be provided an opportunity to appeal against the finding and sanction and refer the matter to the appropriate forum. The relevant forum will depend on the industry in which the employer operates and whether there is a specific

bargaining council which deals with the dispute resolution process within the industry. In the motor industry, the relevant council would be MIBCO and the employee, covered by the main agreement, will refer the matter to the DRC (Dispute Resolution Centre) where the matter will proceed its course.

In circumstances where the matter is not settled at the conciliation phase, the employee (now referred to as the applicant) will be able to refer the matter for arbitration. Should the employee be successful in the case, it would imply that the applicant's dismissal was unfair, procedurally, substantively or both.

In each of the scenarios, the Commissioner/Panellist is required to follow the provisions of the Labour Relations Act in dealing with the matter – specifically when considering the remedies available to the applicant.

The prevailing provisions of the Labour Relations Act dealing with the available remedies, are found in section 193(1). The Commissioner or the Court, whichever is applicable, may decide as follows:

(a) Reinstating the employee

Crucially, such reinstatement may not be on a date that is earlier than the date of dismissal. Reinstatement will consequently be from the date of dismissal, or a date thereafter. The consequence of reinstatement is that the employee will be placed in the exact same position prior to the dismissal, enjoying the exact same previous contractual relationship. The services of a reinstated individual are considered as unbroken and uninterrupted. Retrospective reinstatement would imply that the employee has no loss of benefits and the employment relationship continues as if there was no dismissal.

(b) Re-employing the employee

Either the court or the commissioner may conclude that reinstatement is not an option but that re-employment will be more appropriate. Naturally, it would entail that the employee be re-employed in the same position, or any other reasonable and suitable position. This will be agreed on any terms and, on any date, providing that such a date is not a date prior to dismissal



(c) Compensating the employee

Certain limitations on compensation is set out in the Act.

The reinstating and re-employment of an employee should be the primary remedy to institute. Section 193(2), in turn, sets out the circumstances under which reinstatement and re-employment cannot be awarded. It is as follows:

- (a) *The employee does not wish to be re-employed or reinstatement;*
- (b) *Continued employment will be untenable due to the surrounding circumstances;*
- (c) *The re-employment and reinstatement are not reasonably practical for the employer; and*
- (d) *The dismissal is only found to be procedurally unfair.*

The CCMA Guidelines on Dismissal Section F: How to Approach Remedies guides the Commissioners in determining the appropriate remedy.

As stated previously, section 193 (1) provides for the appropriate remedies. It is essential that the Commissioner provides reasons why the award included a certain remedy.

When the Commissioner considers a dismissal that was found to be substantively unfair, the commissioner will have to apply his mind in determining the appropriateness of the three remedies available.

(a) Reinstating/re-employing the employee

In the instance where the Commissioner finds the dismissal to be only substantively unfair, the Commissioner will be able to award either reinstatement or re-employment, unless section 193(2) (a) – (c) applies. At the arbitration, the Commissioner is required to ensure that the

employee has had the opportunity to adequately address the commissioner on whether he or she required to be reinstated or re-employed. Once that has been established, the Commissioner can consider including such remedy.

(b) Circumstances surrounding dismissal not providing for reinstatement or re-employment

If the employer alleges that the continuation of the employment relationship is not possible, then the employer will be obliged to present evidence at the arbitration to prove this allegation on a balance of probabilities. From the evidence, it should be clear that a conducive working relationship is not possible. The employee's actions after the dismissal, and even during the arbitration, can be used in support of indicating that the future working relationship will be untenable and to the detriment of the employer.

(c) Reasonable practicality of reinstatement or re-employment

In some circumstances, it might not be practical to reinstate or re-employ the employee. The employer will generally be successful with such an argument if he could, for example, prove that the reinstatement or re-employment will cause adverse financial consequences to the employer. However, the argument that someone else has been employed in the unfairly dismissed employee's place will not be sufficient. When the Commissioner is satisfied that reinstatement is not appropriate, re-employment should be considered, or otherwise, compensation.

Awarding Compensation

The CCMA Guidelines provide the relevant factors to be considered when

compensation may be awarded:

1. *The nature and reason for the dismissal;*
2. *whether the dismissal was automatically unfair;*
3. *whether the dismissal was substantively or procedurally unfair, or both; and if the dismissal is only procedurally unfair, the nature and the extent of the deviation from procedural requirements;*
4. *whether the employee was guilty or innocent of the misconduct;*
5. *the consequences to the parties if compensation were or were not to be awarded; and*
6. *any conduct of the parties that undermines the objects of the Act.*

The compensation awarded has to be just and equitable and, in the event of unfair dismissal, not exceed 12 months of the employee's remuneration.

In conclusion, employers should carefully tread amongst the parameters set out by the prevailing legislation and authorities when considering dismissing employees – the dismissal will be considered on the basis set out herein and, depending on the fairness and other considerations, may require remedial action in the form of re-instatement, re-employment or compensation.



Douw Breed is a Director at Barnard Incorporated Attorneys, Centurion.



A shake-up for set-off

For years some banks, and other creditors, have, without prior notice and without immediate knowledge to its customers, deducted money from their savings and current accounts for amounts owed in terms of their credit card debt. The legal principle banks and creditors relied on in doing so is logical in origin and in our legal system referred to as the principle of set-off

The basic principle determined that one debt may be cancelled by another debt where the separate debts of debtors are owed to one another.

The legal requirements for set-off to take place are the following:

- The debts must be of the same nature;
- the debts must exist between the same parties;
- the debts must be fully enforceable; and
- the debts must be liquidated.

The High Court in Johannesburg on 27 June 2019 handed down judgment in the case between The National Creditor Regulator v Standard Bank. The case dealt with the question whether a creditor, in terms of the National Credit Act, is at liberty to set-off debts

owed to it by a consumer from other accounts held by the consumer.


It was argued on behalf of consumers that the implications of set-off would leave debtors and indigent persons unable to meet its monthly expenses if set-off is applied without the consumers' knowledge. This was particularly worrisome for the Human Rights Commission who actively participated as a friend of the Court in the case.

The Human Rights Commission put evidence before the Court that traversed the far-reaching implications of set-off especially insofar as many consumers found themselves in deeper waters following set-off being applied prior to debit orders being processed. This also included consumers under debt-review who were unable to meet their monthly obligations.



- off by the creditor must be identified;
- the date on which the intended set-off will be effected by the creditor; and
- the debtor should have given its express consent for set-off by the creditor.

The sanction, should a creditor fail to adhere to the above, is severe. Should a credit agreement be found to be in contravention of the above, a court or forum may declare such provision in a credit agreement void and further burdensome, declare the entire credit agreement null and void.

One can accept that consumers may often not grant the required consent which will place a burden on creditors to recover funds on outstanding accounts. This will entail that credit providers will have to ensure that they implement effective debt collecting procedures and ensure that they obtain some form of security for their outstanding debts such as entering into surety-agreements for the outstanding credit with third parties. 



Wilco du Toit is a junior associate in the litigation department at Barnard Incorporated.

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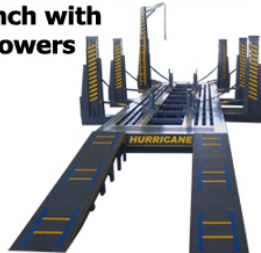
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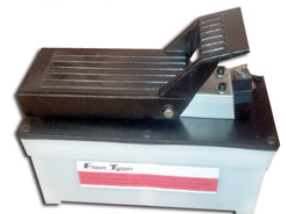
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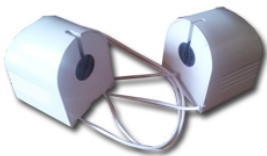
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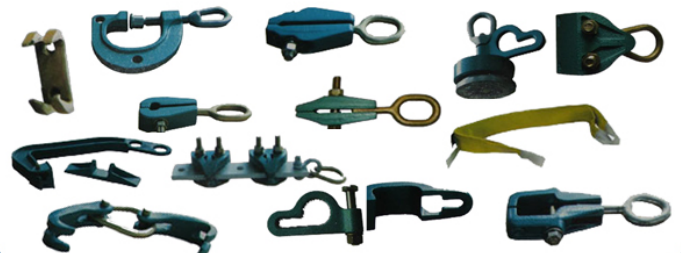
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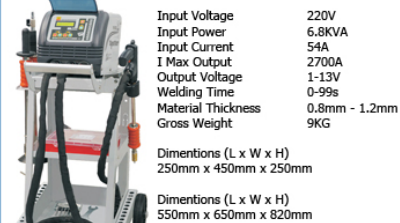
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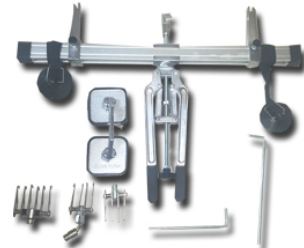
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Starting a business

Considering opening an automotive workshop? We offer some guidelines on what needs to be factored in before you make the big move

Starting and running a business in the South African environment is complex and challenging. Before you consider entering the market it is important to understand the complexities and weigh up the costs and commitments involved. What's critical to realise is that owning a business is quite a different thing to working in the industry. While you may enjoy your trade and excel in it, the intricacies of running a business are great and many start-up businesses fail because owners are not properly qualified for the task.

A successful business is based on sound business acumen. Here are a few basic requirements that need to be considered:

Financial provisions

It is crucial there are financial provisions for set-up capital. Sound financial platforms are essential. You will need effective IT systems and accounting packages. Bank accounts will need to be set up with access to operating capital. Along with that you will need credit applications and personal sureties, budgets and financing of CAPEX.

Marketing and branding

Before setting up shop it is very important to evaluate the market potential in the area as well as the target markets. Use Geo spatial analysis, look at web pages and social media sites to assist.

Human Resources

The recruitment and employment of the right staff can make all the difference in a start-up business. Clear job descriptions and scope of work outlines are a good starting point. You will also need legally sound employee contracts, wage agreements, personal protective equipment, and budget and resources for training.

Stock and consumables

Stock holding and stock turns need to be well managed. You will also need to invest in warehousing and materials handling equipment.

Tools and equipment

As a start-up business you will need certain

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minimum requirements when it comes to equipment. This needs to be your starting point. You can then invest in the 'nice-to-haves'. Diagnostics are key as well as the right tools.

Statutory requirements

There are a number of statutory requirements for any business including SARS registration and compliance; Consumer Protection Act compliance; and Department of Labour compliance. You will also need to enter into a main agreement with MIBCO and adhere to municipal bylaws.

Every employer in South Africa is required to have an Occupational Health and Safety (OHS) policy that complies with the requirements of the OHS Act. All employers are compelled to adopt and implement measures to safeguard their employees against occupational accidents and diseases as well as ensuring the health and safety of persons other than employees entering the business premises.

Here are the basics for employers:

- You have to develop an OHS policy that all employees need to review and understand. To put this policy together you need to put in place an OHS Committee and a Health and Safety representative.
- The OHS Act requires that you provide and maintain as far as reasonably practicable, a safe and hazardous-free working environment.
- You need to take reasonable steps to eliminate or mitigate health and safety hazards before resorting to personal protective equipment. You also need to protect and safeguard the environment against harmful practices that might start in the workplace. It is also your job to enforce



disciplinary measures as prescribed in legislation, in the interest of health and safety in the business.

- There is a process in terms of putting the OHS Committee together and selecting the Health and Safety representative. Employer and workers must consult one another with regards to the nomination or election, period of office and appointment of the Committee.
- The Committee is expected to hold meetings as often as necessary, but at least once every three months; to make recommendations to the employer regarding health and safety matters; to discuss incidents; and keep record of all recommendations made.


Operational requirements

Controlling pollution of the air, water and land is essential. A waste-management system including grease traps and used oil storage and removal is a basic requirement.

You will also need to factor in electricity and water usage as well as any municipal requirements and permission you will need to get for the business.

Site selection and layout

The physical arrangement of the premises should be planned carefully. Many potential problems can be quite easily corrected on paper, but are more expensive and time consuming to fix once the building is completed and occupied. Factors such as the size of the workshop, the kind of work that predominates, the equipment, material and manpower needs, and the siting of departments that have to work closely together all require careful consideration.

Whether the business is a franchise or non-franchise, establishing a customer base is one of the most challenging aspects. You will need to invest in targeted advertising. Lastly, any successful business is based on sound turnover and cash-flow management. Make that a priority. 

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- Optimisation diagnostic application enhances the operation fluency and the higher data stream refresh speed
- Pre-set tool applications
- Simplified device setup
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X-931 Touchless Wheel Aligner

WHEEL EQUIPMENT



X – 931 Touchless Wheel Aligner, professional equipment that can accurately measure vehicle tyre parameters, including front and rear toe-in, front and rear camber, caster, kingpin inclination and thrust angle etc.

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Technology advances

You get what you pay for

As the old saying goes, you don't get a Rolls for the price of a Mini, (that may have changed over the years though.)



Written by Hedly Judd, RMI Associational Director

The advances in automotive technology have required significant advances in the equipment as well. These advances cover almost all control systems in the modern vehicles of today, such as adaptive headlights, autonomous braking, lane change assist, proximity alerts, steering angle, ABS/EBD brakes, air bags, climate control, and rain sensing wipers.

The list can go on and on depending on how far one chooses to look into the topic. And this list doesn't even touch on engine control and drive train systems, where the ECU controls fuel delivery, engine timing, gear selection (automatic) and others. This is all made possible through the constant measurement of variable inputs to the ECU, such as crank and cam angle sensors, throttle position sensors, engine temperature, gearbox temperature, exhaust gas temperature, exhaust gas sensors, ambient temperature sensors, altitude sensors or atmospheric pressure sensors, fuel pressure sensors and, in turbo charged vehicles, the turbo boost pressure. These are just some of the measurements being taken and read by the ECU at up to 20,000 samples per second.

Now that we have set the scene, albeit not totally comprehensively, it stands to reason that the next level of diagnostic equipment has to keep pace with these advances. Many of these have been around for some time but they are also improving continuously, requiring continual upgrading of software, and at times hardware as well.



The automotive aftermarket must keep abreast of these changes and invest in the updates and/or equipment necessary to provide services to the consumer. There are numerous brands of diagnostic equipment and options within each brand to choose from; choices must be made carefully after proper consultation with suppliers.


In other areas of the aftermarket service provision, the advances in tyre changing, wheel balancing and alignment equipment is moving along at a rapid pace. Automatic tyre changers have been available for some time now and they are also dramatically improving in capabilities. Wheel balancers have improved over the years and now operators can perfectly balance a wheel with very little interpretation. Both of these are now computer controlled and operated equipment pieces.

When evaluating wheel alignment equipment it is here that steep

changes have been noted over the past years, where the introduction of cameras was a big step. Then came the 3D camera system which, combined with laser measuring, is managed by computer diagnostics.

This diagnostic data also needs to be kept up to date and the machines calibrated to deliver the accuracy needed in today's vehicles.

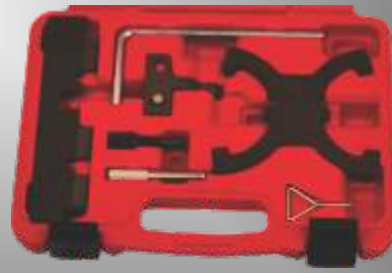
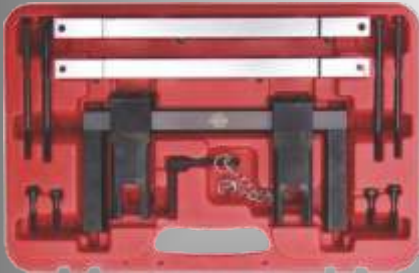
The next step is where technology provides for a drive-through measuring area, which in an instant, without lifting the vehicle off the ground, measures wheel alignment and tyre tread depths for 360 degrees. These drive-through lanes can also be fitted with brake and suspension test equipment for a full evaluation within minutes.

Suffice it to say, today's equipment must be able to keep pace with the vehicles of not only today but tomorrow as well, meaning that cheaper is very seldom less expensive. 



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Which code is the employer expected to apply?


Answers by experts to questions received recently by the RMI

Q: In cases of sexual assessment in the workplace, which Code of Good Practice is the employer expected to apply?



A: When dealing with workplace sexual harassment, employers initially considered the Labour Relations Act 66 of 1995's Code of Good Practice on the Handling of Sexual Harassment Cases, which was published as far back as 1998 (the Code). This Code was amended on 4 August 2005 and represented by the Amended Code of Good Practice on the Handling of Sexual Harassment Cases in the Workplace (the Amended Code) which was published in terms of the Employment Equity Act 55 of 1998.

Generally and in principle, the Amended Code should have replaced the Code. However, despite the latter, the Code was never repealed. As a result, both the Code and the Amended Code apply when considering and/or dealing with cases of workplace sexual harassment. This created misperceptions as employers could not be certain which code to apply.

On 19 December 2018, the Minister of Labour issued a notice formally repealing and replacing the Code with the Amended Code. This has now provided certainty and clarity for organisations. It follows that when an employer is considering workplace sexual harassment, the employer now only has to apply the Amended Code. 

Information supplied by Ulrich Stander (BA LLB LLM IRDP (Stell) Managing Partner at Maserumule Consulting

What constitutes unfair dismissal?

Q: On 17 March 2018, seven employees of Shoe Shine (Pty) Ltd ("the employer") were dismissed for insubordination. They did not challenge the dismissal and accepted that they had committed what amounted to serious misconduct. However, on 7 January 2019, almost a year later, the employer decided to re-employ four of the previously dismissed employees due to an increase in work volume. The employer thought it would be time consuming to recruit new employees due to the demand in work and needed people with experience to do the work which was required. The remaining three employees became aware that the other employees were re-employed and upon realising this, they decided to engage with the employer and then requested to be re-employed as well. The employer refused to re-employ them and they referred an unfair dismissal dispute to the CCMA. Can this constitute an unfair dismissal?


A: In terms of s186(1)(d) of the Labour Relations Act 66 of 1995, as amended ("LRA"), it is a 'dismissal' when "...an employer who has dismissed a number of employees for the same or similar reasons has offered to re-employ one or more of them but has refused to re-employ another." It follows that the above set of facts amount to a dismissal. The question which remains is whether the dismissal was fair nor not. In order for a dismissal to be fair, it must be substantively and procedurally fair.

In *Liberated Metalworkers Union of South Africa obo Molefe and others and Harvest Group* [2018] 11 BALR 1217 (CCMA), the employer acknowledged that he had re-employed 11 employees and placed reliance on the allegation that the re-employment was a bona fide mistake. The arbitrator in this case found that the employer knew that the 11 employees were a part of a group

that was previously dismissed for the same or similar misconduct, and that the reason for the selective re-employment was due to the employer needing experienced staff urgently. Therefore, the selective re-employment was found to be unfair and the arbitrator ordered reinstatement of all the previously dismissed employees who requested to be re-employed.

It follows that should the employer, in the above facts, fail to prove substantive and procedural fairness, the selective re-employment may constitute an unfair dismissal.

The option the employer should have taken is to advertise the vacancies. Or for instance, if the employer had the mobile numbers of the previously dismissed employees, it should have:

- sent messages to all; and
- thereafter, interview all prior to making an appointment. 

Information supplied by Ali Ncume (LLB LLM CERT. LABOUR LAW PRACTICE) (NMMU) Director at Maserumule Consulting.

Bridgestone appoints new CEO



Jacques Fourie

Jacques Fourie took up the mantle of CEO at Bridgestone South Africa on 1 July, replacing Gavin Young, who stepped down on 7 June.

"We are delighted that an executive of Jacques' calibre and experience will be leading Bridgestone South Africa into the future. His track record

speaks for itself, and in particular his expertise in manufacturing will be invaluable as the company repositions itself to take advantage of new opportunities," says Mete Ekin, Regional Managing Director for the Middle East and Africa at Bridgestone.

Fourie moved from Cummins. His 14-year career then started in 2004 as the Finance Manager for Cummins Southern Africa before transitioning to Finance Director for Cummins Africa in 2006. He has moved within the company and around the world during his time at Cummins.

In 2008 he accepted an expatriate assignment and relocated with his family to West Africa as Managing Director for Cummins Ghana. In February 2011, he relocated back to

South Africa and since 2015, he has been based in Denver, Colorado in the United States, where he acted as Executive Vice-President Operations.

Prior to joining Cummins, Fourie was an auditor at Price Waterhouse Coopers with primary focus on the Commercial, Industrial and Production segments for large corporations.

Fourie holds a Bachelor's Degree in Finance and Accounting (Honours) from the University of Pretoria and completed a Global Executive Development Programme with the Gordon Institute of Business Science. He is a certified Six Sigma Green Belt and Sponsor, and has been a member of the Young Presidents Organisation since 2011. 



Changes to Nissan senior management

Mike Whitfield, previously Managing Director of Nissan South Africa and Sub-Saharan Africa, has been appointed as Managing Director of Nissan Motor Egypt (NMEG) and is now based in Cairo. He will also serve as Chairman of Nissan in South Africa.

Whitfield, a former President the National Association of Automobile Manufacturers of South Africa (NAAMSA) and Vice-President of the African Association of Automotive Manufacturers (AAAM), joined Nissan in 1981 as a marketing trainee. Since then he has held a variety of senior positions in the company resulting in his appointment as Nissan SA's Managing Director in 2008.

Shinkichi Izumi replaces Whitfield as Managing Director, Nissan South Africa. Appointed as Deputy



Mike Whitfield

Managing Director in 2018, Izumi joined Nissan in 2001 and has held various roles in Sales, Marketing and Corporate Planning. Before joining South Africa last year, he was based in Nissan's Japanese headquarters working within Nissan's Asia and Oceania region and also has experience within the global Datsun function.



Shinkichi Izumi


"Nissan has a plan for rapid and sustainable growth in Africa. We were the first to assemble cars in Nigeria and our ambition is to lead the way in developing automotive manufacturing on the continent," says Peyman Kargar Chairman of Nissan Africa, Middle East and India. 

Troubleshooting made easy

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JAGUAR XF: VIBRATION FROM LH FRONT OF VEHICLE WHEN STEERING ON FULL LOCK

Problem: A 2010 Jaguar XF we look after is in for servicing and the customer is complaining that the vehicle has a rattling noise coming from the LH front wheel area when the steering is on full lock. We have heard the rattling noise but cannot find the source of the cause. Has this rattling noise been reported by other XF owners?

Solution: Yes, the fault you describe has been reported before on XF models with 2,0 petrol engines. The cause of the rattling noise is due to contact between the fuel feed pipe and the LH front wheel arch lining. Locate the fuel pipes behind the LH wheel arch lining. Re-route the plastic fuel pipe behind the braided fuel pipe Fig.1.1 & Fig.1.2. Fit clip to retain the fuel pipe in the new position Fig.1.3. Refit the LH wheel arch lining. Ensure suitable clearance between fuel pipe and wheel arch lining. Carry out road test to ensure noise has been eliminated. 

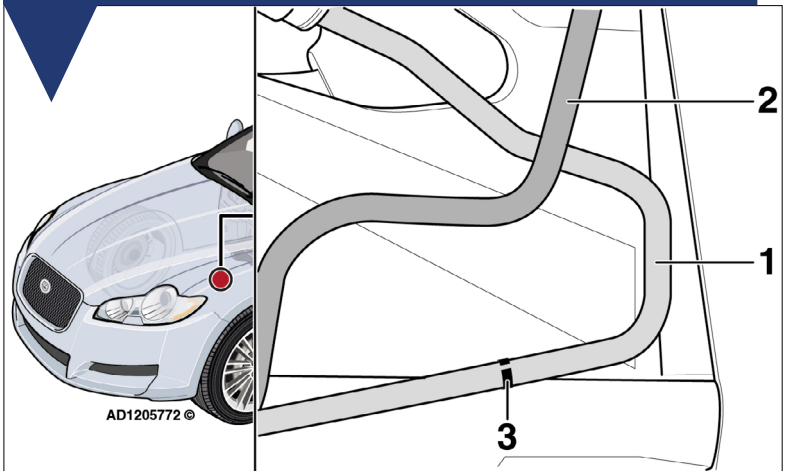



Illustration reference: jag141

MERCEDES-BENZ C-CLASS: ENGINE COOLANT LEAK FROM INTAKE MANIFOLD AREA

Problem: We have a 2009 Mercedes-Benz C-Class in the workshop with a coolant leak. We have narrowed the coolant leak down to the intake manifold area but haven't managed to pinpoint the exact cause. We are reluctant to replace the intake manifold without solid evidence it is the cause. Can you advise?

Solution: We are aware of a coolant leak issue in the area of the intake manifold on Mercedes-Benz models with a 651 engine code. The coolant leak is due to a faulty EGR cooler bypass valve seal. Fit a modified seal, available from Mercedes-Benz parts department, to the EGR cooler bypass valve Fig.1.1. This should rectify the fault. Ensure engine coolant level and anti-freeze content are correct. 

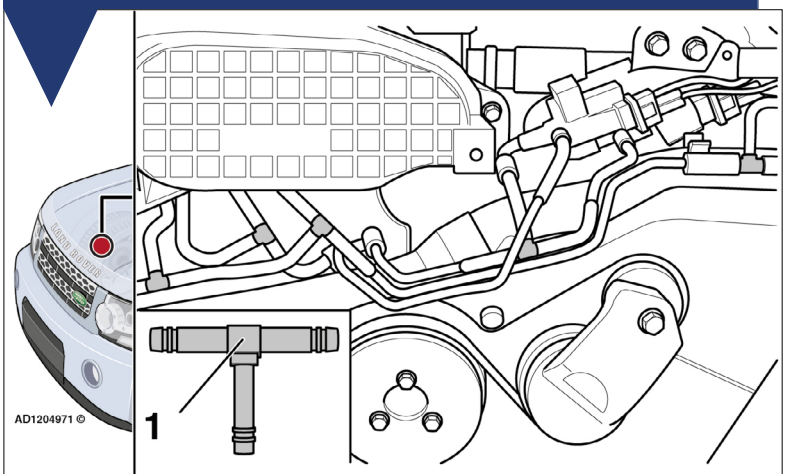


Illustration reference: mer564



Digital marketing spend

This is increasingly delivering more 'bang for buck' than traditional advertising. Traka Automotive explains some key elements of dealerships' digital marketing mix

Increasingly, consumers are visiting the web first when searching for a new car rather than walking into their nearest dealership or picking up their local newspaper. So much so that in the United States they've calculated that a car dealer manager needs to spend \$1,581 dollars per car sale if buying traditional media advertising compared to just \$150 dollars of digital marketing spend per sale.

That leaves us with one key question – where does a car dealership need to spend that \$150 to deliver that additional sale? The problem is digital marketing spend needs to be distributed across several areas including your website, social media channels and online advertising platforms. Let's explore some of these key areas:

1. Website searchability: A dealership's online presence is a huge factor in determining success at the start of any potential customer's purchasing journey. Strong search engine optimisation (SEO) strategies will ensure that car buyers can find your dealership in online search results.

2. Paid-for search: You can buy access to prospects searching for specific types of cars through pay per click (PPC) advertising but that can push you into a bidding war against rival dealerships so, set your maximum PPC spend and make sure you don't exceed that figure unless you can prove these click throughs are converting to sales.

3. Organic search and web design


features: A comprehensive SEO strategy should include investment in a website which offers easy access to search your inventory, self-configure cars and price up financing options. It's increasingly important to have a short video or high quality library of images of each car inside and out. Ensure your website is keyword rich and consider plugging in a Live Chat facility so prospects can ask questions straightaway. Once browsers have spent time on your site, offer them a Live Chat or pop up form to book in a test drive. These are proven ways of getting higher conversion rates from your website.

4. Mobile readiness: Research carried out in the US by Cars.com found that 63% of online car buyers examine online merchandise even while physically browsing at car dealerships. Be prepared for this by having a fully 'responsive' website which makes it easy to view your inventory and make price comparisons between models via a smart phone. Finally, ensure your website has SSL certification for better security (i.e. a https prefix). Without this Google is now actively pushing your site down the organic search rankings.

5. Social marketing: Happy customers are your best adverts. The great benefit of social channels like Facebook and Twitter is that you

can stimulate your customers to leave reviews via your Facebook or Twitter profile pages. You might display these feeds on your website or on a screen in your dealership.

6. Social media advertising: Consumers can also be pinpoint targeted through social advertising. Facebook offers paid advertising. Consumers can be targeted by demographics such as age, income, location and gender. Specialty car buying data can also be used for targeting consumers on Facebook, such as information on preferences linked to vehicle type, make, model, year, financial and other segments including vehicle history data and any dealership affiliation. It's powerful, if increasingly expensive stuff. Again, set budget limits, test-learn-test and prove you are getting rapid return on the investment.

There are many moving parts to getting your digital marketing strategy right but there is no doubt that it's worth the effort when you've built the right digital presence and engendered faster and efficient responsiveness to prospects that are increasingly starting their buying journeys online. 



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What drives you, drives us.

Audi launches VR-enabled car-buying experience

In a first for the South African motor industry, Audi has launched a virtual reality-enabled Audi Customer Private Lounge (CPL) at Audi Centre Centurion in Gauteng, bringing the brand in South Africa in line with global trends, by offering an innovative, digital, retail solution which allows customers to customise the Audi of their choice. With the virtual reality (VR) solution, customers can get an extremely realistic experience of their individually configured car, down to the last detail



The Audi CPL allows for one-to-one engagement between a customer and a sales consultant in a digital, premium and intimate environment. Once in the CPL, digital technologies like the VR headset and 75-inch screen allows the sales consultant to present the entire Audi model range, including all equipment options, colour combinations, packages and specifications during the customer sales dialogue. More than 400 Audi Customer Private Lounges or digitalised consulting suites are already in use in Audi dealerships around the world. The VR application allows users to become completely immersed in the virtual world, conveying an all-encompassing, detailed image prior to the purchase decision, without having to see the physical vehicle on the dealership floor. The configured Audi is experienced in three dimensions and 360 degrees, with all light and sound effects. Various environments, times of day, and light conditions also contribute to the true-to-life virtual experience of sitting in the car. The interior can also be observed from every perspective,




down to the surface of the decorative inlays, depending on the position relative to the virtual light source.

"Digitalisation is a key part of Audi's global corporate strategy, and the CPL is a great example of this," says Trevor Hill, Head of Audi South Africa. "It's a great opportunity to introduce this form of innovation and technology within the South African automotive industry and to have progressive dealer partners such as Audi Centre Centurion, who have presented a truly premium retail experience for Audi customers."

In addition, the VR headset within the Audi CPL offers customers the chance to experience special Audi moments

– an expectation that more and more customers associate with buying a car. Motorsport fans can, for instance, immerse themselves virtually in the atmosphere of the Le Mans 24 Hours race; reminiscent of Audi victories at this iconic endurance race, the customer gets an up-close experience during a pit stop alongside the crew of mechanics.

Audi expects to roll out the CPL concept to more dealerships around South Africa within the coming years. The full, VR-enabled, Vorsprung experience is now available to Audi enthusiasts and customers at the newly revamped Audi Centre Centurion, at 1016 Lenchen Avenue North, Centurion, Gauteng. 

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Automotive Bodyshop Equipment

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* Product / Colour may vary from image provided, subject to stock availability. (E&OE)