

automobil

THE DEEPEST BUSINESS REACH INTO THE SA RETAIL MOTOR INDUSTRY

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JULY 2019

JOINING THE TEAM

The pros and cons
of buying into a
franchise

95 OR 93?

What's better for
your vehicle?



STRATEGIC OBJECTIVE #7

RMI & merSETA develop NAAASP for
greater sustainability



MOTORCYCLE DEALERS' ASSOCIATION

RMI UPDATE: YOUTH DAY EXPO; NADA ANNUAL DEALER SATISFACTION INDEX AWARDS; NADA DEALER PERFORMANCE ROADSHOWS; MOTIVATION STATION; MAKING EXHAUST GASSES SAFE; INTELLECTUAL PROPERTY RIGHTS IN THE WORKPLACE; RELIEF FROM OPPRESSIVE CONDUCT; WHAT IS REGULATORY COMPLIANCE?



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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); SADFA (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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BELONGING IS BETTER BUSINESS



Here's why...

⇒ *Legacy and unity*

- We've been representing the retail motor industry for more than **100 years**.
- With more than **8,000-member** businesses, our unity is our strength.

⇒ *Your voice*

RMI represents the industry at:

- Centralised wage negotiations.
- 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.
- Meetings hosted by reputable organisations recognised by government, big business, consumers and relevant stakeholders like Business Unity SA (**BUSA**).



⇒ *Supports your business*

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- Charing of disciplinary hearings and **AUTOMATIC** entry at the **CCMA**, **DRC** and Labour Court.
- Exceptional CPA support at the National Consumer Commission (**NCC**) and the Motor Industry Ombudsman of South Africa (**MIOSA**).
- Facilitation of a business-to-business complaint where both parties are RMI members, with a complaint resolution rate in excess of 95%.
- Training needs and representation via **merSETA** and **W&RSETA**.
- Industry-specific products like **RMI4BEE**, **RMI4LAW**, **RMI4OHS** and **RMI4SURE**.



⇒ *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.





RMI continues to grow



Jakkie Olivier, CEO of the RMI

The end of June marked the financial year-end for the RMI. We are fortunate that the organisation continues to grow and display the highest levels of integrity and competence. We have you, our members, to thank for this. Many thanks for your loyalty and support during the last year.

The financial year-end also marks the time of year when renewals are done. You should all have received a renewal letter valid from 1 July 2019 to end June 2020. We would appreciate it if you could settle this account before the end of September. You will then receive your renewal sticker and certificate under separate cover. Please be advised we offer a debit order deduction which will spread your payment over the remaining nine months of this period rather than one payment. You are welcome to contact our accounts department if you wish to avail yourself of this service or if you have any queries please contact zandile.ndhlovu@rmi.org.za.

As RMI members, you all play a very key member role in upholding our standards and we encourage you to

actively participate in the activities of your Association. I appreciate you all face ongoing business challenges, but following a largely positive outcome in our May elections I am hopeful our economy will stabilise and we can all pull together. As South Africans we have learnt to be flexible and proactive, in the interests of a better future for all.


Now is the time for the RMI and each of its proud Associations to stand together as a collective in order to influence various forums for improved business conditions. Our collective voice needs to be strong and flexible.

Over the last couple of weeks, our experienced negotiating team has been busy with wage negotiations with NUMSA and MISA. It is our intention to ensure these do not compromise or impact the future sustainability of your business in any way. Our mandate is to protect the industry from unrealistic Trade Union demands. We rely on our members for their continued support as we need a strong representative position to successfully navigate through the negotiations.

As you know we are also pushing hard to transform and register the organisation as a professional body with clear career paths. As a professional body, the RMI will register designations, recommend best practice and oversee the conduct of members of the profession which will help differentiate us from the unqualified and non-designated individual.

With more emphasis on skills development we believe we will continue to see reduced unemployment, economic growth, better returns on investments for employers, more profits to employ more people, re-investment in business growth and sustainability and increased consumer satisfaction.

For further details about RMI benefits, contact any of the offices or visit the RMI website at www.rmi.org.za, subscribe to our weekly web letter and enjoy your monthly *Automobil* magazine.

Once again thank you for your support. We remain committed to supporting you and adding value to your business. 

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.



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.



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.



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.



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.



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.



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.



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.



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.



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.



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.



TDAFA (Tyre Dealers' and Fitment Association)

The TDAFA is the only representative body for tyre dealers nationally. The association works on all issues relevant to tyres and the fitment industry. Strategically, the TDAFA 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.



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.



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Be your own boss

Going into business for yourself is a scary thing. Even if you're a seasoned business owner, you can never accurately predict how a new business will perform, whether the public will rush to buy your product or sign up for your service, or if the economy will be supportive.

One business model that has proved to be successful is the franchise. Buying into an established brand, while not an absolute guarantee for success, is a good way to become your own boss – to an extent. Your business is instantly recognised by customers and you get a proven operation manual to get you started. And many franchisors take care of wide-spread marketing, further cementing the brand's reputation.




However, you do have to be a team player (as you are essentially part of a large group) and be prepared to work hard.

The automotive sector has nearly 40 franchises, ranging from car wash centres (082 Carwash) detailing services (Auto Armor) and tyre fitment (Conti Best Drive, to petrol stations (BP, Caltex), battery fitment (Battery Hub, Battery Express) and service centres (Autoway, Autocrew, Bosch, Car Service City).



In this issue, we take a closer look at what being a franchisee involves, to help anyone thinking of becoming an entrepreneur make an informed decision. Take a look at our feature on page 51.

Also in this issue, we look at NAAASP training initiative (pg 30), the importance of remaining motivated (pg 34) and Shell's e fluids (pg 66) for optimal performance of electric cars with e batteries. 

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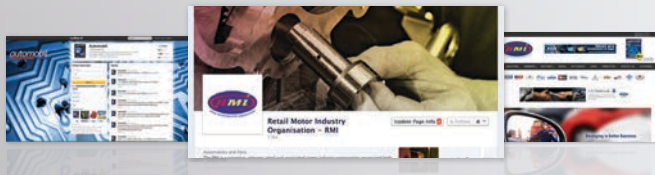
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HOT STUFF

Spanjaard launches Air Duster

The new Air Duster has been formulated specifically to meet the demands of the market for a high pressure gas for cleaning dust and other contaminants from inaccessible areas

The product was designed as a solution to cleaning difficult-to-reach areas of sensitive electronic and electrical equipment including office equipment, circuit boards, printers and keyboards. It is safe on plastics and with most materials used in printed circuit board fabrication and contains no ozone depleting substances. Spanjaard Air Duster is also available in a non-flammable version for industrial use.

Spanjaard has specialised in the manufacture of aerosol products across many industries

for almost 60 years and continues to deliver an extensive and specialised range of products for home, office, workshop, industry, marine, mining, outdoor, automotive and many more applications.

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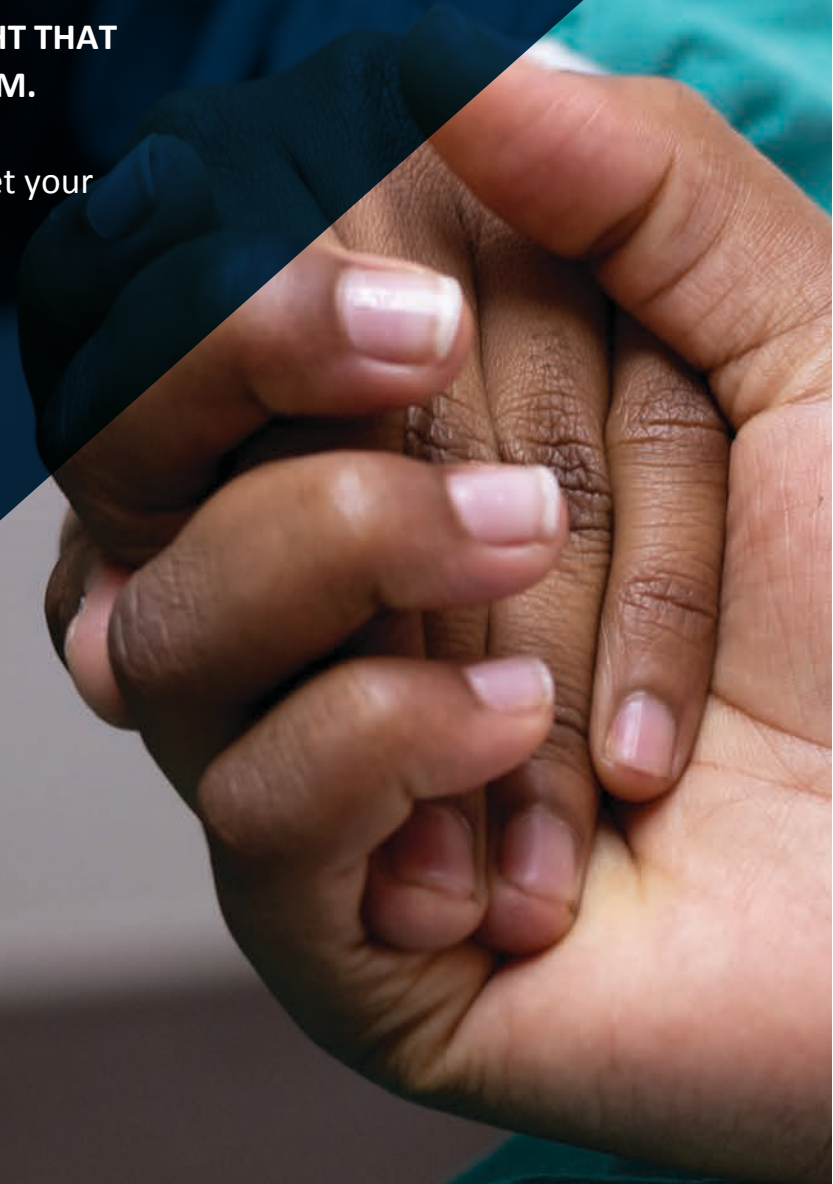
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taking care of our own

RMI engages with South Africa's youth

As part of Youth Month celebrations in June, the Gauteng provincial government urged high school learners, unemployed youth and graduates to attend the Annual Youth Expo, which aims to provide information and live services to young people on careers, jobs and work exposure, as well as how to start, run and operate a business



The RMI joined other exhibitors at the Nasrec Expo Centre in Johannesburg from 13 to 17 June to give visitors some insight into the world of automotive careers.

The RMI wants to encourage the youth to pursue a vocational career path in the automotive industry, and this expo was a perfect vehicle to communicate its message.

"We want to change the perception of auto mechanics as grease monkeys," says Jakkie Olivier, RMI's CEO. "This may have been the case 50 years ago, but it's far from current-day reality."

The message was clear and to the point – being an automotive technician is cool.

No more greasy nails and palms! Automotive artisanal careers are arguably equivalent to other professional careers and possibly even more complicated, and they pay just as well.





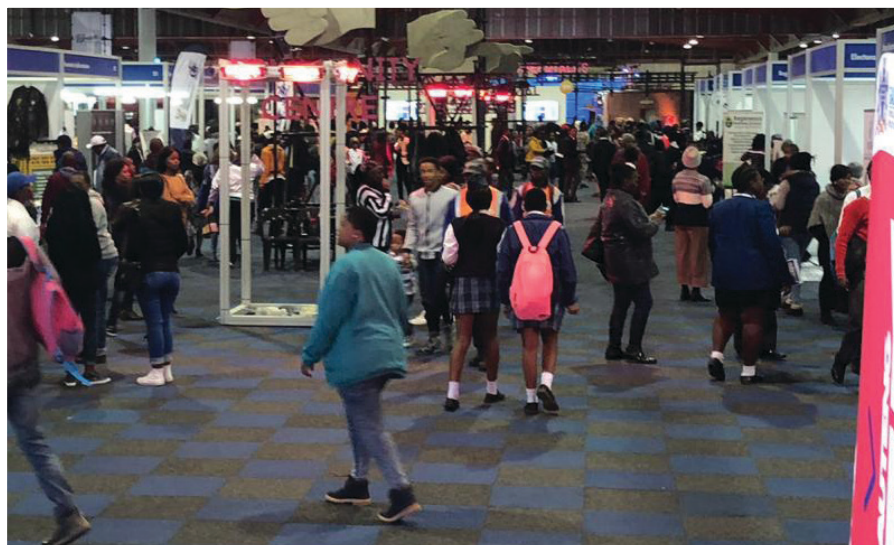
Directly and indirectly, vehicles have a huge impact on the South African economy and it is imperative that vehicles are maintained and remain operational to service this country's vast and variable personal and industrial needs. It is therefore essential to develop competent, qualified personnel who can occupy technical automotive careers and attend to the maintenance, management and possibly development of automobiles.

Given the advance of technology and a richly varied automotive industry that offers an array of positions and career paths, the future is bright for talented young people with maths, science, communications and technical skills. Moreover, job growth looks strong for the foreseeable future as automotive careers constantly make up the top most scarce and critical skills list in the world, thus increasing employability of artisans on a global scale.

With the number of high-tech systems, tools and personal protection equipment in today's vehicles, learners can choose to specialise in an area that interests and challenges them.

Generally required are artisans who can specialise in anything from being a motor or diesel mechanic, motorcycle and scooter mechanic, automotive electrician, automotive engine fitter, automotive machinist, automotive trimmer, panel beater to a spray-painter, and progressively become technologists, engineers, supervisors, managers, educators, dealer principals, parts managers, sales executives or examiners of vehicles, and finally industry entrepreneurs who own businesses.

The RMI's training department facilitate and work in collaboration with public and private providers that offer motor industry related courses and programmes.



95 or 93 Octane

Which grade of petrol is best for your car?

There is much debate around whether 95 octane petrol is an essential to get the best performance out of your car and to avoid unnecessary wear and tear.



Vishal Premall, Director of SAPRA

Towards the end of last year there was an attempt by government to bring about change to the existing dispensation on 93 octane in the inland region. The proposal included not setting the retail price of 93-octane petrol anymore but rather having a price ceiling put in place for the fuel. It said the move will create competition, which will lower the price. The department believes people are unnecessarily using 95-unleaded petrol.

Vishal Premall, Director of the South African Petroleum Retailers Association (SAPRA), a proud association of the RMI, raises the unintended consequences of placing a price cap on 93 octane in South Africa.

"We believe there will be micro-economic concerns and it will create confusion for the paying consumer. For one, the perceived price relief for consumers applies to inland consumers only. There will be no benefit for coastal consumers. Along with that, forecourts will have differing prices for 93 octane, differing prices for diesel and a set-price for 95."

He adds that for retailers, the proposed changes will impact business sustainability possibly resulting in job losses.

"There's also a good chance that the uncertainty will affect investor confidence and the security of supply in some areas."

With discussions still taking place around the proposal, should consumers be more informed about what petrol they are putting into their vehicles?

While 95 has a higher-octane value than 93, octane is not an indication of the energy content in the fuel, and this is where the myth comes in that 95 is better than 93.

"Octane is merely a measure of the fuel's resistance to 'knock', a phenomenon in a petrol engine where the fuel ignites in an uncontrolled manner," says Adrian Velaers, Senior Technical Advisor – Retail and Commercial Fuels Sasol Energy.


"Whether knock happens or not is dependent on the engine design, and most road cars will be conservatively designed and comfortably operate on 95 at the coast, and 93 in the inland without knock taking place."

Engines fitted with turbochargers, however, will boost the air pressure and make the engine more susceptible to knock and could use the extra octane.

For high performance turbocharged engines being driven close to the power limit, 95 will offer a small performance advantage and lower fuel consumption. The magnitude of this is very dependent on engine design and driving style.

"For non-turbocharged engines there is no benefit; 93 is essentially the same fuel just cheaper. For turbocharged cars driven conservatively, there will also be no benefit to using 95 over 93. If you care about maximum performance from your turbocharged car, or the manufacturer specifically requires it, then you should pay more and use 95," says Velaers.

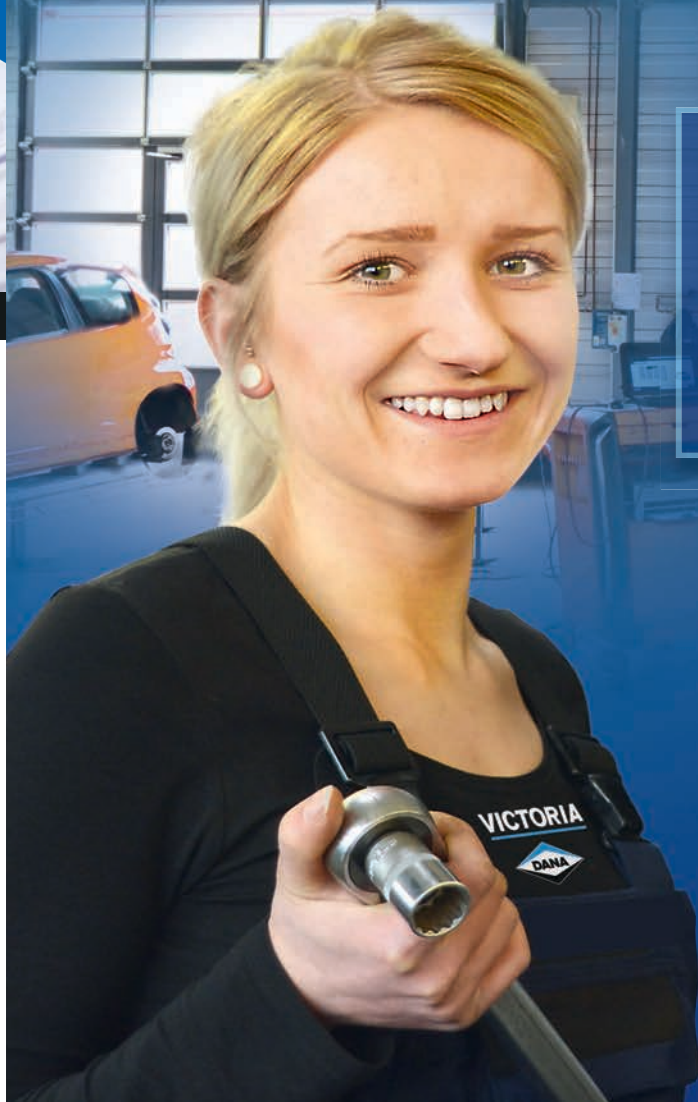
Jakkie Olivier, CEO of the Retail Motor Industry Organisation (RMI), cautions drivers to check the manufacturer specifications.

"You don't want to risk losing your warranty or damaging your vehicle by using the incorrect fuel. We recommend that you consult the owner's manual or petrol flap," he says. 

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Left-Right: Gary McCraw, Director, National Automobile Dealers' Association; Ghana Msibi, WesBank, Executive Head of Motor; Mark Dommisie, Chairperson, National Automobile Dealers' Association; Mike Mabasa, Executive Director and CEO of NAAMSA



Left-Right – Ghana Msibi, WesBank; Itumeleng Segage and Pieter Klerck – Hino NADA DSI Platinum Commercial Award; Mark Dommisie, NADA

The annual National Automobile Dealers' Association (NADA) Dealer Satisfaction Index Survey Awards took place on 6 June 2019 at WesBank's Head Office in Fairlands, Gauteng. NADA, which represents franchised passenger and commercial vehicle retailers in South Africa, brought under one roof dealers, manufacturers and significant industry stakeholders to the event.

The NADA DSI survey, which marks its 24th anniversary this year, is carried out annually to monitor the health of the relationship between dealers and their respective manufacturers. It provides the dealer body with a platform to provide manufacturers and importers with robust feedback. Over the years, the outcomes of the survey have been used by dealer councils and manufacturers as

an effective management tool to address areas of concern and improve service delivery throughout the entire value chain to the ultimate benefit of the consumer.

"Dealers and OEMs are both faced with industry and business challenges alike and the survey forms a vital link in the relationship between the two parties in opening up channels of dialogue. It is encouraging to see that, over the past 24 years, the NADA dealer survey has become a reliable and respected tool to identify any potential issues affecting the working relationship between retailers and respective manufacturers," says Mark Dommisie, Chairperson of NADA.

"This year, we listened to our dealers' input and changed some of the questions in the survey, in order to focus on the things that dealers notice and find

important. Even with the changes, the purpose of the study remains the same.

"The steady upward movement of the average dealer satisfaction level is encouraging," Dommisie adds.

"This year's results saw an upward shift from many of last year's bronze award winners to silver, and from silver award winner to gold, clearly demonstrating the strengthening of relationships between dealers and OEMs. In addition, this year saw two Platinum Awards being presented, where last year there were none," concludes Dommisie.

The results for the awards are calculated from a scorecard with respective questions given various weightings. Bronze winners score between 65 and 69.9 points, Silver between 70 and 74.9,



Left-Right – Ghana Msibi, WesBank; Charles van Rooyen, Tata Commercial NADA DSI Most Improved Commercial Award; Mark Dommisie, NADA




Left-Right – Ghana Msibi, WesBank; Gavin Golightly, Deena Naicker and Jay Jay Botes – GWM NADA DSI Most Improved Passenger/ LCV Award; Mark Dommisie, NADA

and Gold between 75 and 84.9. Platinum winners score greater than 85 points.

Toyota South Africa won two Platinum Awards this year following outstanding ratings in both Passenger/LCV and Commercial Vehicle categories.

The Most Improved Passenger/LCV Award went to GWM, which went from Silver to Gold this year with an overall improvement of 9.2 points.

Most improved Commercial Vehicle OEM award went to Tata Commercial Vehicles, showing an upward movement of 7.5 points and promoted them from a Bronze to Silver this year. 



Left-Right – Ghana Msibi, WesBank; Anton Falck, Leon Theron and Ian Simpson – Toyota South Africa NADA DSI Platinum Passenger/LCV Award; Mark Dommisie, NADA

Summary of results:

Passenger/ LCV	
Award	Manufacturer or Importer
Most Improved	GWM
Platinum	Toyota South Africa
Gold	Mercedes-Benz,Hyundai, Mazda, Mini, Lexus, Volvo, Kia, Haval, Datsun, Suzuki, Mahindra, Ford, BMW, Renault, Volkswagen
Silver	Nissan, GWM, Audi, Subaru, Isuzu, Mitsubishi
Bronze	Opel

Commercial Vehicles	
Award	Manufacturer or Importer
Most Improved	Tata Commercial Vehicles
Platinum	Hino
Gold	UD Trucks
Silver	Mercedes-Benz Trucks, Fuso, Tata Commercial Vehicles
Bronze	FAW, Isuzu Trucks, MAN

NADA Dealer Performance Roadshows



Digitalisation and Relationships: Powering the way forward in the retail vehicle industry

The increasingly important role played by digital technology, coupled with business relationship development, were widely acknowledged as key issues during the series of NADA DPP Roadshows hosted by NADA in Durban, Cape Town, Johannesburg and Pretoria during May 2019. A further series of Roadshows are in planning for the latter half of the year.

These roadshows provided an opportunity for members of the association to receive updates on pertinent matters currently being attended to by NADA on behalf of its membership and to consider and discuss current trends in the retail vehicle sector.

The current series of roadshows featured panel discussions on general trading conditions in the industry and the use of new strategies to improve business efficiency, drive sales and increase market share.

Despite the fact that business confidence in the retail vehicle sector is at its lowest level in two years, it was noted that there was always opportunity for dealers to grow their businesses through innovative and pro-active marketing not only in new and used vehicle sales, but also in their parts and service departments, which, if managed and marketed correctly, could contribute significantly to trading revenue. In all the centres, panels made up of accomplished motor vehicle dealer entrepreneurs led the discussions which were facilitated



Eric Scoble and Nicky Thorp, past NADA Chairpersons, addressing the Cape Town NADA members



Mark Dommissie, NADA Chairperson and Gary McCraw, NADA Director

by independent consultant Claudio Camera. The panel members shared their views on non-competitive issues relating to practice and innovation and this resulted in lively participation and debate by attending members.

The increasing importance of digitalisation as a driver in marketing and sales was generally acknowledged, but there was general consensus that digitalisation was not the ultimate solution for business success but merely a tool to increase efficiency and profitability. The most important success factor remained personal engagement and a continued focus on the development of sound relationships with OEMs, staff, customers and the immediate and broader community where a dealership operated. This created lasting goodwill.



Delegates at the Johannesburg Roadshow



Fred Whelpton, NTT Motor Group; Mark White, Mark White Nissan; Dirk van Rooyen, Halfway Toyota; and Claudio Camera, facilitator

The need for dealerships to strive for ever higher standards of professionalism in their sales executive teams was also highlighted. The fact that many sales executives at leading dealerships held tertiary qualifications and were able to engage with customers as professionals in

their field, greatly contributed to a positive customer experience and sound relationships which converted to sales and repeat business.

It was widely acknowledged that the digitalisation of processes and marketing approach, coupled with the development

NADA Launches NADA Member Communicator App

NADA is acutely aware that business owners, executives, etc. are inundated with loads of information via various communication channels. Therefore NADA is delighted to introduce its brand-new NADA app to valued members.


One of the key objectives of the National Automobile Dealers' Association's broader communications' strategy is to communicate more quickly and effectively with members.

With the new app NADA will be able to conveniently communicate relevant information, important dates, training information and so much more, via a quick notification system, be it on your laptop, desktop, tablet or mobile phone.

The launch of the NADA app is timely, given that it is currently engaged in industry wage negotiations and, via the app, the association will be able to keep members abreast of developments and, when necessary, obtain crucial mandates.

So please do not delay. Download the desktop or mobile version of the NADA Communicator App (available in the Apple and Android stores) as soon as you receive the notification from the National Automobile Dealers' Association Communicator.

of sound business relationships, are the essential factors for a successful dealership going forward.

Visit www.nada.co.za and www.nadadpp.co.za for more information on the Association, activities and member support services. 

INDUSTRY NEWS



Standwin iQ Cloud networks digital colour management

Colour management is reliable, fast, efficient – and now completely wireless – with the new Standwin iQ Cloud. Standox, the refinish paint brand from Wuppertal, Germany, supports professional bodyshops with three different packages of tailor-made digital colour management solutions

Previously, controlling the digital colour management process required a permanently installed PC, usually in the mixing room. The Standwin iQ Cloud goes one step further; thanks to the online database, access and control are wireless when using any mobile smart device, even a smartphone or tablet. Work processes with devices that are not location-dependent are more user-friendly and can help to increase flexibility significantly.

With Standwin iQ Cloud and the Genius iQ spectrophotometer, precise measurements and exact colour formulas can be determined. These are then sent from a mobile device or computer system via wi-fi directly to an IP scale for mixing. Other devices – such as a label printer or barcode scanner – can be networked with each other too, contributing to an incredibly effective workflow. The result is that refinishers can control processes from anywhere

in their business. Access to Standwin iQ, the automatically updated database of more than 200,000 colour formulas, as well as clear summaries of key application data in Standwin iQ Cloud's KPI Dashboard are additional benefits.

Three solutions


Standox has developed three different Standwin iQ Cloud solutions that take into account the distinctive requirements of bodyshops. They range from a connected variant – Standwin iQ Cloud 100% – to a partially wireless version – Standwin iQ Cloud 100% Plus – to the completely wireless integration of all components – Standwin iQ Cloud 100% TOP.

Each of the three solutions have done away with the need for manual updates, maintenance and backups, as everything takes place automatically in the cloud. In addition, Standwin iQ Cloud generates key operating

figures from other existing systems like inventory and order management systems or online ordering.

Supporting the digital age

"In the past, bodyshops had to carry out almost all colour management processes in the mixing room," says Olaf Adamek, Standox Brand Manager for Europe, the Middle East and Africa. "However, with this wireless colour management technology from Axalta, Standox provides a user-friendly, reliable and economical way of working. The tools are quick to use and deliver extremely precise results. A wide variety of devices communicate with each other via Standwin iQ Cloud. And, although the digital scale remains in the mixing room, all other processes can now take place throughout the bodyshops. The digital age is here today."

For further information visit www.standox.co.za/iq-cloud or speak to a Standox specialist advisor. 

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Motorcycle Dealers' Association

The retail motor industry looks to the Motorcycle Dealers' Association (MDA) as its mouthpiece to protect and further the interests of the motorcycle sales, service and accessory sales within South Africa



Raoul Spinola, Associational Representative explains some of the key objectives and activities of the Association.

New Thinking Model

In terms of the RMI's New Thinking Model which was implemented 18 months ago with the need to exploit business synergies across associations, it was decided to incorporate the MDA as a subsector within the NADA structures with effect from 1 July 2019. This will result in enhanced service delivery to members in the motorcycle sector.

Business Conditions

The industry has witnessed a steady decline in the sale of new motorcycles over the past decade. Year to date, the market has been relatively flat compared to the same period in 2018. However there has been an increase in sales in the small / scooter segment which could be as a result of increased demand from the Uber Eats and similar food order and delivery platforms. Over the past few months the +500cc segment has shown some growth on the back of new model launches.

The decline by 3.2% in SA's gross domestic product in the first quarter of 2019 and a further weakening in the Rand compared to other trading currencies is of serious concern for the industry given the fact that there is no local manufacturer of motorcycles in SA and all motorcycles, parts and most accessories are imported.

Thus motorcycle dealers are finding trading conditions extremely tough and are having to maximise every opportunity

to ensure that they remain financially viable and in a position to service their customer base, whose expectations are ever-increasing.

MDA is of the view that motorcycle dealers are resilient and by managing their costs and maximising every business opportunity over the next two to three years they will emerge from this difficult period both stronger and leaner.

Stakeholder Relationship

MDA continues to foster extremely good working relationships with key industry stakeholders in business, labour and various governmental departments.

In this regard, MDA in close co-operation with its sister association NADA has been successful in influencing changes to various pieces of legislation, thus reducing the potential impact on the motorcycle dealer operations.

South African Bureau of Standards

Raoul Spinola continues to be actively involved in the various Technical Committees of the South African Bureau of Standards (SABS) and therefore is in a position to advice members regarding legislative and regulatory requirements that impact the motorcycle sector.

Secondhand Goods Act

MDA wishes to remind motorcycle dealers who trade-in secondhand motorcycles of the need to register with their local SAPS in terms of the Second-hand Goods Act, 2009. Should you not obtain the necessary SAPS permit, the SAPS will have the right to shut down your operation until a permit has been issued and in addition, the SAPS may issue a substantial fine due to non-compliance.

Good News Story: Frank Ndzukula

MDA would like to pay tribute to Frank Ndzukula who started his career at KTM in the wash bay. After 26 years, he defied the odds and qualified as an Orange Technician – the highest level that a technician can reach in KTM.

In an interview with Simon Morton from *ZABikers.co.za* he was quick to mention that he "started from nowhere and knew nothing". His manager at the time, Ralph Pitchford, encouraged him to expand his knowledge and began teaching him to fix motorcycles.

After 26 years with the company, Ndzukula passed the course. This is a massive milestone for any technician. He is currently employed at Raceworx KTM – a dealership in Gauteng.

Congratulations Frank Ndzukula you are an inspiration to all of us.



Feedback for MDA Members

We asked a number of MDA members to give us feedback to a number of key questions and the following is a summary of the answers received.

1. What are the major challenges facing the bike industry today?

- Affordability
- Road safety and the education of both motorcyclists and motor vehicle drivers alike.

2. Where do you see the industry in the near future?

- If the issue of affordability is not addressed, new motorcycles sales will remain flat for the foreseeable future.
- The sourcing of good quality and well-maintained pre-owned motorcycles will remain a challenge.
- Motorcycle accessories will continue to be a good source of income:
 - o Old accessories wear out and need replacing:
 - o Bikers always wish to remain up-to-date with the advances in technology in helmets, pads, gloves, etc., as they become more lightweight and more supportive.
- Motorcycles becoming a viable transport alternative. If the affordability issue is addressed motorcycles become an extremely cost-effective form of transport.
- As the demand for environmentally-friendly forms of transport grows, manufacturers are going to invest more money into research and development and marketing towards electric bikes, as can be seen in the overseas markets. According to an article on Marketwatch.com, a study has shown that over the next five years the Electric Motorcycle & Scooter market will register a 5% growth in terms of revenue.

3. What changes need to be made to assist the motorcycle industry to grow in SA?

- New motorcycles pricing needs to become more affordable.
- Greater focus on technical training and attracting new apprentices, as currently there is a lack of qualifications and knowledge within the industry. This is resulting in poor maintenance and servicing.
- The industry needs to enforce higher standards and ensure compliance with current legislation.
- Motorcycle dealers needed to review their marketing and sales strategies by incorporating digital and online sales and marketing into the businesses processes.
- A key objective to grow motorcycle sales is for motorcycle dealers to focus on the untapped market:
 - o Within the black communities;
 - o Encouraging women to ride motorcycles; and
 - o Bridging the generational gap – how to get Millennials interested in motorcycles as a means of transport and/or recreational activity.



Raoul Spinola

Conclusion

There are many other matters/issues being dealt with by MDA on an ongoing and ad hoc basis.

MDA will, through its ongoing endeavors and achievements, continue to pursue its vision of contributing to the long-term sustainability and growth of the motorcycle dealers businesses.

Motorcycle dealers who are interested in membership can contact Raoul Spinola on 011 886 6300 or Raoul.spinola@rmi.org.za

INDUSTRY NEWS

VW's top dealers awarded at annual ceremony

The recent best dealer awards at Volkswagen South Africa's Grand Prix Awards ceremony saw the Hatfield VW Braamfontein branch win Dealer of the Year Award with the Volkswagen dealer network accounting for 70% of 2018 total sales



Dealer of the Year Award: L - R: Martina Biene (Head of the Volkswagen Brand), Thomas Schaefer (VWSA Chairman and Managing Director), Gavin Le Roux (Hatfield VW Braamfontein) and Mike Glendinning (VWSA Sales and Marketing Director)



Micro Dealer of the Year Award: L - R: Thomas Schaefer (VWSA Chairman and Managing Director), Martina Biene (Head of the Volkswagen Brand), Garth La Reservee (Alpine Group) and Mike Glendinning (VWSA Sales and Marketing Director)

Each year, the best of the best Volkswagen dealers and their achievements are recognised at the exclusive Grand Prix Awards ceremony. This year's ceremony, held in Durban, under the theme 'Boldly Go' honoured Volkswagen dealers for their contribution and steadfast loyalty in growing the Volkswagen Brand in South Africa.

A total of 99 awards were handed over at the Grand Prix Awards ceremony which rewards exceptional performances from the 108 Volkswagen Passenger and 15 Volkswagen Commercial dealerships across South Africa. The two most prestigious awards of the night were awarded to Garth La Reservee from the Alpine Group, who won the Dealer Micro Group of the Year award, and Brad Kaftel from the Hatfield Group, who walked away with the Macro Dealer Group of the Year Award.

The most coveted award for the evening went to Gavin Le Roux from Hatfield VW Braamfontein, who won the Dealer of the Year Award. This award is given to the dealership that delivers the best and most consistent overall results across various disciplines in the business. The dealership must represent the values of the Volkswagen brand at the highest level.



Macro Dealer of the Year Award: L - R: Thomas Schaefer (VWSA Chairman and Managing Director), Martina Biene (Head of the Volkswagen Brand), Brad Kaftel and Chris Beukes (Hatfield Group) and Mike Glendinning (VWSA Sales and Marketing Director)

Two dealers were also recognised with the sought-after Diamond Pin awards, with the first recipient being Spencer Tait from Alpine Motors. Tait first joined Alpine Motors as a Sales Executive in 1990 and has since achieved great feats. His vibrant personality and contribution to the Alpine Group made him a natural choice for the award.

The second Diamond Pin award went to Chris Beukes from Hatfield VW Rivonia. Beukes began his career as a Business Management Consultant and in 2012, and was appointed General Manager at Hatfield Braamfontein. That same year, he received the Volkswagen Dealer of the Year award and subsequently

achieved Club of Excellence in 2012, 2013 and 2015. He has intricate knowledge of the business and what it takes to maximise efficiency.

"The dealer network is an integral aspect of Volkswagen South Africa's business. Last year Volkswagen's sales were supported by a strong performance of the dealer channel, which accounted for 70% of the total sales. I am proud of the dedication and commitment shown by all winners to make the Volkswagen Brand the icon that we know it is," said Mike Glendinning, Volkswagen Group South Africa Sales and Marketing Director.

Productivity and stock transparency gains using Traka Automotive

Kearys Motor Group is one of the largest car dealership groups in Ireland. It sells new and approved-used BMW, MINI, Renault, Dacia and Nissan vehicles from dedicated franchise showrooms in Cork. Kearys is Traka Automotive's largest customer in Ireland

We visited southern Ireland to catch up with Kearys Renault's Territory Manager Derek Daly, before going next door to the Kearys Hyundai Service Centre to explore what a difference the Traka system had made both in sales and servicing at Kearys since the key management system went live roughly three years ago.



Derek Daly – Territory Manager at Kearys Renault

Capacity for 1,720 sets of car keys in six key cabinets

Kearys Chairman Bill Keary signed off the installation of the six Traka key cabinets back in March 2016. Today the networked key management system covers Kearys BMW and MINI Eastgate, Kearys CarStore Cork, Kearys Hyundai Sales and Service Centre and, the largest of all, Kearys Renault Sales and Servicing – all based in Cork. Kearys Renault sells roughly 150 new and used Renaults per month.

Stock transparency

Daly became an early advocate of Traka when he saw the value of the system for providing full stock transparency to support vehicle audit checks which are periodically carried out by Renault Bank.

The bank provides a rolling loan facility for all stock held by Kearys Renault.

"We can show Renault Bank the specific supplier contacts on the Traka system and how many of our Renaults they currently have in for bodyshop work or valeting, giving them the location of their premises for viewing stock in person," says Daly. "We can show exactly when they took the keys for specific vehicles out and provide indications of when each is due back on site."

Fast key access means better in-showroom customer experience

"If someone wants to test drive a car...you just put the vehicle registration number in your mobile or PC-based Traka vehicle finder, and it tells you which iFob slot in which cabinet that key is," says Daly. "You don't have to search through the whole board of keys looking for the one you need. And when keys are lost, it is impossible to displace blame as the system tells everyone straightaway who had the keys last and how long they've had them for. There is literally nowhere to hide as everyone is using the system properly."

Electronic systems prove worth with scale

Daly also explains the value of Traka's electronic system in larger dealerships more generally.

"PIPO (Peg In Peg Out mechanical) systems work fine for smaller dealerships where everyone knows what everyone else is up to. However, as soon as you have more than 10 salespeople with associated sales activity and key movements you are wasting your time

with PIPO systems – they actually start to become counterproductive."

Daly summarises the value of the system at Kearys Renault

"Putting in the key management system was quite simply life-changing for the people working here. Most salespeople were spending between two and three hours per week searching for keys. They have got all that productive time back now, making it less stressful and less time-consuming to find cars and keys and helping to keep sales moving through."

Parking zoning on cabinets also increased Service Centre output

Stepping across the car park to Kearys Hyundai Service Centre, we spoke to Service Manager Peter Keegan.

Keegan saw a 70% reduction in time taken to find cars and get them into a service bay once the Traka system was deployed and parking zoning work completed. "Following the introduction of the Traka key cabinet system, the time taken to get a vehicle into a bay (from the sprawling car park) reduced from 10 minutes to between two and three minutes," he says.

"Traka helped save this 12-bay service department up to 30 minutes per technician per day. Across the 12 full-time technicians employed here, Kearys Hyundai was able to save over five hours every full working day."

Traka Automotive is now operating in South Africa and can be reached by phone on 011 761 5025 or via email to Nicholas.Richardson@Traka.com



NitraLife helps Heymans Kole keep its cool

The world of commercial heavy transportation is highly competitive with new companies entering – and leaving – the industry constantly

Heymans Kole, a transportation company based in Standerton, is one that has outlasted many. In fact, under the leadership of entrepreneur Gert Koch, this operation has grown and prospered.

Customer service is crucial to the business and is dependent upon absolute reliability. To ensure 'on time, every time' deliveries, Heymans Kole has a strict maintenance and replacement schedule.

Part of the company's maintenance policy involves sound ongoing care of the tyres on its vehicles.

"The cost of tyres is second only to the cost of diesel, and so it makes sense for us to look after our rubber carefully," says Koch.

For this reason, 10 years ago, Heymans Kole invested in its first nitrogen generator from the pioneers of nitrogen generation in South Africa, NitraLife. This was installed at its Standerton branch. As the company expanded, additional nitrogen generators have been installed at its other branches.

"In 2008, we started investigating ways to reduce our tyre costs and nitrogen tyre inflation was an obvious option. It was then that we contacted NitraLife," he says.

The benefits for Heymans Kole are that its trucks are getting many more kilometres out of their new tyres because they are running cooler. This improved



performance also extends to the re-tread tyres that the company uses.

"With nitrogen inflation, the pressure in tyres remains more constant, as nitrogen leaks out through tyre walls much more slowly than oxygen," says NitraLife GM, Twayne Stewart.

"Our drivers are all equipped with tyre pressure gauges, so when they are on the road they can check the tyre pressures regularly as well," says Koch, explaining that he has noticed that tyre failures have decreased notably since the company started inflating its tyres with nitrogen.

"In our business, turnaround times are very important and having trouble-free tyres means consistently faster turnaround times," he says. "In addition, having our tyres inflated with nitrogen means greater peace of mind, as we can avoid downtime

and the problems associated with having vehicles stuck next to the side of the road."

Asked about the service he has received from NitraLife, Koch comments: "In our 10 years of working with NitraLife, we found them to be very cooperative and of considerable assistance when we wanted nitrogen generators installed at our other branches. They were able to advise us on the correct choice and installation of nitrogen generators. And their after-sales service is also very good."

Commenting on behalf NitraLife, Managing Director Tom Sowry concludes: "We have been very proud over the past decade to be able to contribute to the growth of Heymans Kole. We look forward to the next 10 years of being able of making a further contribution to this progressive company's future prosperity." 

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Enhancing skills development

The State of the Nation Address is a major pointer to enhanced skills development in our country, says merSETA Acting CEO Wayne Adams



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Wayne Adams, merSETA Acting CEO

South African State President Cyril Ramaphosa lauded the automotive industry in our country during his State of the Nation Address last month.

And it is no surprise that this sector is a champion, given its extensive investment in the new wave of technology and productive processes that demand new skills and complex problem solving.

Investing heavily in education, training and skills upgrades, the automotive industry has taken on with full force the challenges posed by the fourth industrial

revolution, with its concentration on digitisation, automation and robotics.

According to the National Association of Automobile Manufacturers of SA, the automotive sector contributes 6.8% to GDP.

The industry accounts for 29.9% of the country's manufacturing output and 14.3% of South Africa's total exports. Vehicles and components are exported to 155 international markets while the sector employs 110,000 people in vehicle and component production.

In his speech, President Ramaphosa outlined seven priorities, with education, skills and health the number two priority.

"Drawing on our successes in the automotive sector, we will implement master plans developed with business and labour in industries like clothing and textiles, gas, chemicals and plastics, renewables and steel and metals fabrication sectors.

"We are going to substantially expand the agriculture and agro-processing sector by supporting key value chains and products, developing new markets and reducing our reliance on agricultural imports," the president said.

The intense focus would include sectors such as global business processing services, agricultural value chains, technical installation, repair and maintenance and new opportunities provided through the digital economy and the fourth industrial revolution.

All these sectors are the key focus areas of the various Sector Education and Training Authorities (SETAs).

Our drive, as the merSETA, is in line with the President's priorities. We have boosted our outputs in the past financial year, particularly focusing on ensuring our learnerships, apprenticeships and skills programmes cater for the new demands of the Fourth Industrial Revolution.


In the last five years, there has been a tremendous spike in investment in the automotive sector with more than R30-billion spent on new assembly plants, techniques and robotics.

With this has come more focused training and skills development, the merSETA being an intricate part of this.

In light of the above, human capital, specifically skills and talent management, now becomes the cornerstone for the success of new investment plans. For without the requisite knowledge and skills, it will be difficult for our sector to maintain international and competitive standards.

Fortunately, the merSETA has excellent training arrangements with key pillars of the automotive industry. Our role is now to ratchet up the programmes that seek to ensure proper skills and labour in the industry.

We are comfortable in the knowledge that the merSETA will play its vital role, and our successes will filter through to the end user of the auto industry's products – the consumer/client.

If ever the country needed a vote of confidence in our investment climate, productive capabilities and economic stability, the President's SONA is it. 

Written by: Wayne Adams, merSETA Acting CEO


SKF appoints Niclas Rosenlew as CFO

Niclas Rosenlew has been appointed Senior Vice-President and CFO of AB SKF. Rosenlew replaces Christian Johansson, who leaves SKF to pursue his career outside the company.

Rosenlew was previously CFO of Basware. He was born in 1972 and holds a Master of Science in Finance from Hanken Swedish School of Economics. His previous roles include senior positions within Microsoft, Nokia and Deutsche Bank.



Alrik Danielson, President and CEO, says: "We are delighted to welcome Niclas to SKF and Group Management. His extensive operational, investor and strategic experience, combined with his leadership skills, will be important in our continued development."

"I would like to thank Christian for his valuable contribution and wish him the best in his future professional endeavors." 

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Collaboration, commitment and courage!

Key ingredients of an Automotive Aftermarket Enterprise Development journey

The review of the RMI's transformation strategy to facilitate access to, and growth of, emerging small enterprises in the industry is a strategic action couched in Strategic Objective #7 – Sustainability



Madira Cheze has recently established Diranki Auto Services. She is a protégé of Isaac Boshomane from Kgabo Cars, and qualified under his guidance as motor mechanic

The RMI and The Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA) have joined forces to launch the Business Development programme on the National Qualifications Framework Level 2 Learnership, registered with the Services Sectoral Education Training Authority.

This is a pilot project in Gauteng for 42 owners including 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 forms part of the RMI's objective to advance the organisation's transformation agenda. A NAAASP member is typically in business and trading in one or more of the areas of mechanical repairs; motor body repair and spray painting; automotive parts sales and tyre fitment. The learners on

the programme will come from Gauteng and work with qualified members already in the mainstream of the automotive repair and maintenance sector.

The main objectives of the programme are:

- To qualify the learners on the New Venture Creation (NVC) learnership and act as coach and mentor to the entities in providing support for the advancement of automotive repair and maintenance aftermarket enterprises, more specifically the small and developing black-owned enterprises.
- To assist in enhancing the capabilities of these automotive repairers and maintenance aftermarket enterprises to meet and exceed industry standards on compliance, equipment, tools, infrastructure and appropriate qualified human resources.
- To address challenges faced by SMMEs in their efforts to play a meaningful role in the mainstream

of the automotive repair and maintenance aftermarket sector.

The first meeting

The first meeting was held on the last Saturday of May at RMI's national and Highveld regional offices. The commitment of Isaac Boshomane to not only participate as a learner, but also to share his experiences and champion, amongst his peers, this initiative was truly commendable.

Boshomane motivated all present at the event. He emphasised key areas of the journey which need to be completed in order to be found competent by the programme assessors and moderators at the end of the business development programme. He included the following: attendance, discipline, interaction with fellow learners, and willingness to share lessons learnt and engage the facilitator and guest lecturers.



Isaac Boshomane, long standing NAAASP informal small enterprise owner, motivated those at the meeting

Boshomane, as a subject matter expert, will also facilitate and be part of the project team. Other members of the team include: Chuene Tolo (Facilitator and Assessor), Louis van Huyssteen (RMI Training Director), Freddie Franken and Rian Franken (Human Resources Solutions for Tomorrow - Service provider representatives and Facilitators), Joy Oldale (RMI National Director Transformation) and Boitumelo Mpanya (Skills Development Facilitator, Instructional designer and Facilitator).

The facilitators encouraged all interested participants present to introduce themselves and their businesses and speak about the location of their businesses; the type and business sector; staff compliment and their expectations of this programme.

The programme is structured on the principles of:

- Not infringing on informal businesses' operations during

- the course of a work week and
- Allowing sufficient time for learners on the programme to engage with their coaches and mentors and compile a Portfolio of Evidence.

Participants then split into groups and were encouraged to create pledges in support of the programme. The pledges included strong values and promises such as integrity, honesty and transparency, dedication, respecting everyone's time, and resource sharing.



Project team members Isaac Boshomane, Chuene Tolo, Louis van Huyssteen and Freddie Franken joined interested participants for group photos to mark the Randburg learner on-boarding session



Goals

Throughout this formal learnership the RMI will demonstrate skills transfer; assigning mentors and empowering informal businesses to become established and operate in the formal aftermarket sector. Imperatives to meet and exceed industry standards will be demonstrated and taught.

These include, amongst others: full understanding of, and compliance with, both industry and SA's regulations and legislation e.g. treating customers fairly in accordance with the Consumer Protection Act; disposal of waste in a responsible manner; registration of staff for social benefits with

Bargaining Council; Department of Labour inspections; payments of taxes; registration with authorities; obtain tax clearances; compile and submit proposals for funding to expand operations; financial compliance; basic accounting including both debtors and creditors; compile and submit tenders.



Benefits of being involved

- Membership, in the RMI development category, over duration of the programme.
- Learn from like-minded businesses to resolve challenges to achieve industry standards and uplift your business into the mainstream automotive sector.
- Coaching and mentoring.
- Networking with providers, suppliers, government departments, government agencies and fellow development and main businesses.
- Media coverage of the programme via the RMI and merSETA vehicles.
- Imperatives to meet and exceed industry standards will be demonstrated, taught and acquired.
- Increased business acumen skills for

the informal automotive employers – for four identified sectors in the motor industry, namely mechanical repairs, motor body repair and spray painting, parts sales, and tyre fitment centres.

- Upskilling of informal business owners (entrepreneurs), management, skilled crafts and trades.
- Platform for collaboration, cooperation and co-creation of knowledge assets for education, training and skills development.
- Sustainable ventures/ enterprises increased.
- Converting from informal automotive employers to formal accredited employers who comply and go beyond industry standards to compete for fleet, government, insurance and OEM approvals.

Get involved

To implement this Business Development programme successfully, RMI would like to hear from like-minded accredited RMI members, suppliers and providers that wish to:

- Participate to pass on knowledge, experience and business support.
- Provide NAAASP member businesses with essentials and resources that can then be used for the development, survival and success of business.
- Provide support in the form of sector specific mentorship, market access, network access and the learning of new skills.

Accredited RMI members, suppliers and providers are welcome to express their interest in collaborating and being part of this exciting journey. Contact persons in the RMI are the Transformation Director Joy Oldale (joy.oldale@rmi.org.za) and the National Director Training Louis van Huyssteen (louis.vanhuysteen@rmi.org.za).

We welcome your comments.



Mentors are critical

Mike Goltman, owner of Fourways Auto Tech and Bryanston Auto Tech and a RMI Highveld Region Exco member, will be part of the RMI's Business Development programme journey as both a guest lecturer on client service as well as a mentor to participants.

We call on any other mentors interested in the programme to get in touch.

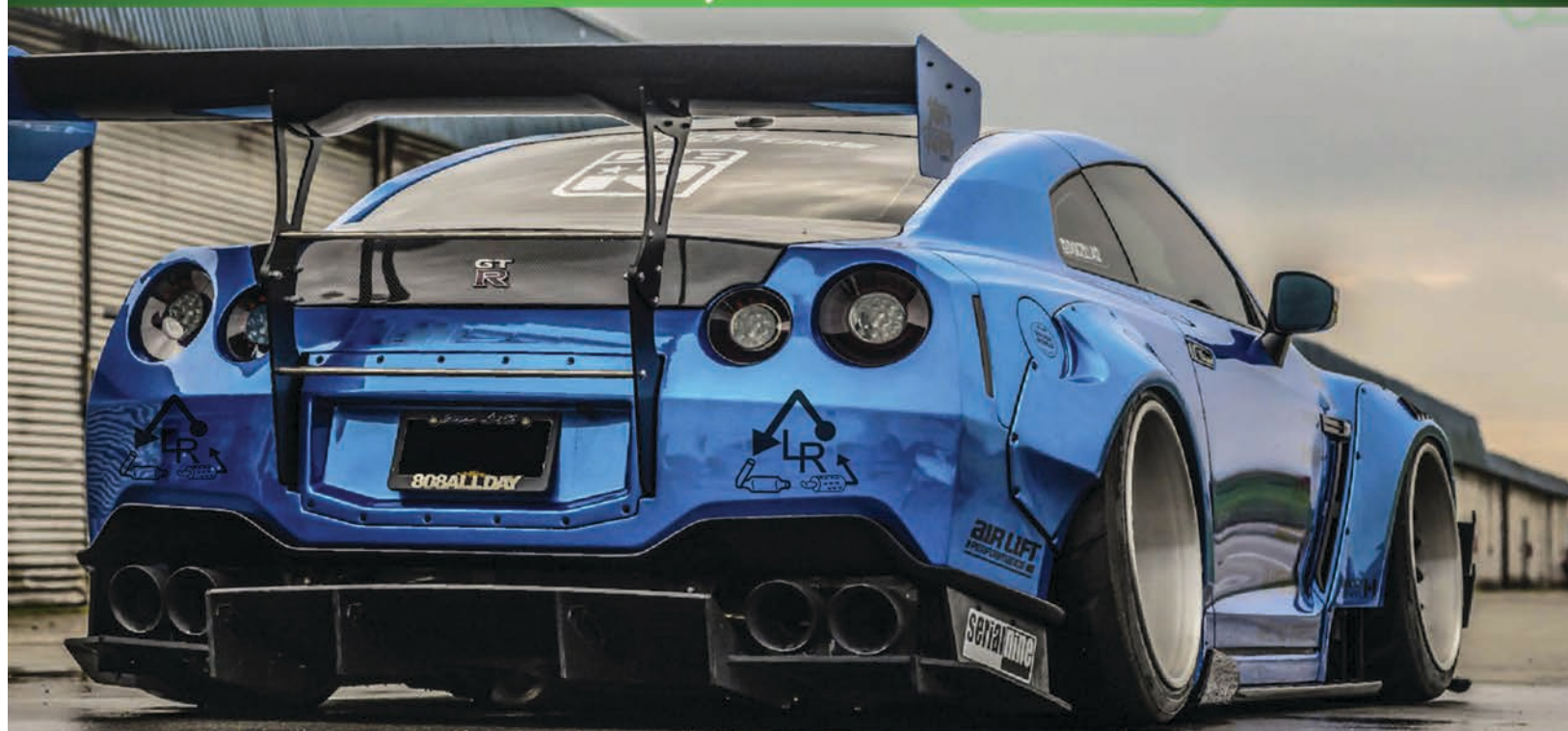




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Motivation Station

Motivation is, and will always be, one of the most elemental key performance drivers in any successful organisation. Ross van Reenen looks at the importance of motivation through Maslow's Hierarchy of Needs



What is motivation? Motivation is a key element in achieving the outcomes that you want. Stephen R. Covey describes motivation, as "a fire from within, if someone else tries to light that fire under you, chances are it will burn briefly". And as Norman R. Augustine, President and CEO of the Martin Marietta Corporation said in a speech in 1987, "Motivation will almost always beat mere talent."

'The harder you work for something, the greater you'll feel when you achieve it'

According to various theories, motivation may be rooted in a basic need to avoid pain, and the desire to gain pleasure. Or it may include specific needs such as eating and resting, or a desired object, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism,

selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition (desire), or optimism.

Motivation is related to, but distinct from, emotion.

This may seem like an odd statement, but motivation is without a doubt an individual thing. Certain business models relate to the topic of motivation very well, for instance, Maslow's Hierarchy of Needs and Alderfer's ERG theory. Alderfer's theory developed out of Maslow's theory; both of these models suggest that as humans we have a variety of needs from basic survival needs (like food, water, shelter), through to the next level of social belonging (affection, relationship, social esteem) to the highest levels of self-actualisation where we drive to become what we are capable of in terms of personal growth, achievement of goals and self-fulfillment.

These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification. We have to fulfill the lower needs first for our desire to develop to higher levels, which then becomes our motivation.

A business should therefore offer different incentives to workers in order to help them fulfil each need in turn and progress up the hierarchy. Managers should also recognise that workers are not all motivated in the same way and do not all move up the hierarchy at the same pace. They may therefore have to offer a slightly different set of incentives from worker to worker.

Ockie Oosthuizen, Springbok prop and an extremely successful businessman, started Diagonal Insurance Brokers in 1991 and built it from a small insignificant brokerage to one of the largest independent Short-term

Insurance Intermediaries in the market and a force to be reckoned with by even the giants like PSG, Alexander Forbes and others. One of Oosthuizen's main drivers for success and his business model as a top businessman was his motivation to succeed and for his employees to be constantly motivated in their various activities in his business.

Oosthuizen's family acquired Wescol in 1991, which was started in 1975, and renamed it Diagonal Insurance Solutions. Diagonal Insurance soon developed into one of the biggest independent insurance brokerages in South African under the Oosthuizen family, focusing primarily on the short-term insurance 'personal lines' market. Oosthuizen recalled a speech he made to celebrate the 30th birthday of the company where he paid special tribute to all his partners, friends, staff and associates who stood by the company through thick and thin and placed special emphasis on the high level of motivation that existed for everyone to succeed throughout his organisation.

No business can succeed without a good strategy in place, an excellent marketing plan and how it should be

executed, and ultimately the plan to ensure growth for the organisation.

Oosthuizen focused very intensely on good strategy and the development of his people which became the basis of his success. Oosthuizen understood motivation and people development exceptionally well, and as a team player all his life he realised his success will always be the team, his focus was to constantly motivate them and be sure they too are successful.

This business model – Maslow's Hierarchy of Needs – was developed in 1958 by Abraham Maslow and has been applied by companies who were people-centric driven with huge success over many years in commerce and industry. Maslow focused on the psychological needs of employees. Maslow put forward a theory that there are five levels in a hierarchy of human needs that employees need to have fulfilled at work.


"I'm not hiring for where I am; I'm hiring for where I want to be." Fred Bramante Jr.

Strategy and positive motivation are powerful tools in the work environment that can lead to employees working at their most efficient levels of production. Oosthuizen saw very early in his life that this very important aspect would become a key ingredient for his success one day. As was clear regarding his motivation on the rugby field, to prove himself (from a strategic point of view) in the Northern Transvaal and eventually in the Springbok jersey; the motivation to have clear goals, commit to them, could have only one outcome – success.

According to the US Business Review, one strong motivational strategy is to maintain open communication with your employees. When employees feel like their ideas are being heard, and that they have a say in the direction the company is going in, then they are more apt to take a direct interest in the success of the company.

Allowing employees to air their ideas, and then using some of those ideas openly, gives employees a feeling of responsibility toward the company's success. The staff has a partial ownership in the ideas that move the company forward, and that can be a very strong motivation.

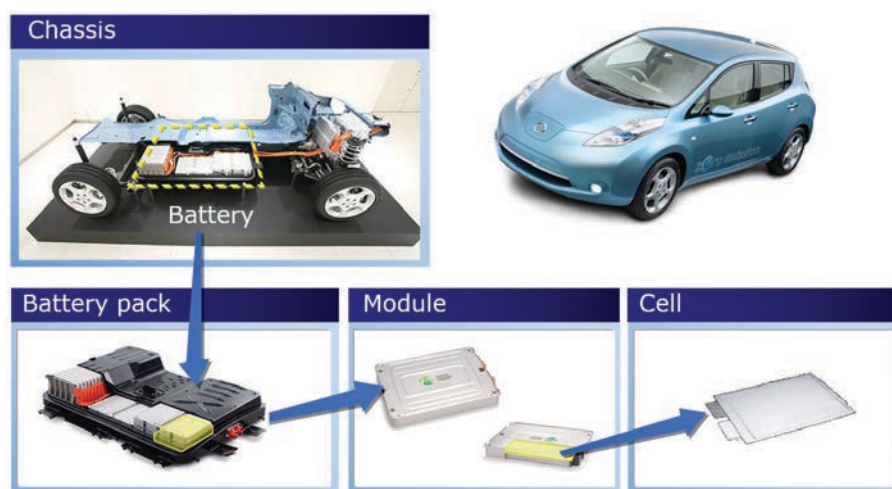
Employees are motivated by success when that success translates into material reward for them, according to online business resource Entrepreneur.com. By the same token, employees are motivated not to fail if they feel that failure takes anything away from their success.

It's all about one key element – motivation. 



Battery technologies for electric vehicles

Globally, the total number of electric vehicles (EVs) on the road surpassed five million worldwide in early 2019. The growth of EVs has largely been driven by government policy, including public procurement programmes, financial incentives reducing the cost of purchase of EVs, tightened fuel-economy standards and regulations on the emission of local pollutants, low- and zero-emission vehicle mandates and a variety of local measures, such as restrictions on the circulation of vehicles based on their pollutant emission performances




The rapid uptake of EVs has also been helped by progress made in recent years to improve the performance and reduce the costs of lithium-ion batteries. According to Bloomberg New Energy Finance, lithium-ion battery prices have tumbled in recent years, a remarkable 79% drop in the last seven years. The average energy density of EV batteries is also improving at around 5-7% per year. However, further battery cost reductions and performance improvements are essential to improve the uptake of EVs. These are achievable with a combination of improved chemistries, increased production scale and battery sizes.

EVs require large amounts of battery power, thousands of times stronger than that of a smart phone, hence they require from dozens to thousands of

battery cells. The composition of an EV battery might vary slightly depending on the types of vehicle, but generally EV batteries are composed of cells, modules that compose of the overall battery pack. A cell that is the basis of a battery must possess high capacity per unit volume in order to provide maximum performance in a restricted area inside a vehicle and should have much longer lifespan compared to batteries used in general mobile devices. Furthermore, cells must endure shocks transmitted during the drive and possess high reliability and stability to the extent of being able to withstand high and low temperatures. A module is classified when a number of cells are placed into a frame to protect them better from external shocks such as heat or vibration. When a number of modules are assembled together with a BMS (Battery Management System)

and a cooling device that control and manage battery's temperature, voltage, etc., this forms the complete battery pack. The typical series and parallel configuration of each defines the total capacity and voltage of the battery pack.

Lithium-ion (and similar lithium polymer) batteries, widely known via their use in consumer electronics, dominate the most recent group of EVs. The traditional lithium-ion chemistry involves a lithium cobalt oxide cathode and a graphite anode which provides impressive energy density and good power density, and 80 to 90% charge/discharge efficiency. Newer EVs are using new variations on lithium-ion chemistry that sacrifice energy and power density to provide fire resistance, environmental friendliness, very rapid charges (as low as a few minutes), and very long lifespans.

EV batteries are typically charged through AC charge points or DC fast chargers. The AC charger powers range across 3.7kW, 7.4kW, 11kW and 22kW, with overall power limitations being the on-board charger within the EV. DC fast chargers directly interface with the EV battery pack and provide a variety of power delivery options from 50kW to 350kW in ultra-fast chargers. The growth of technologies within EV batteries and the charging systems allow faster charge rates for EVs. Typically, a 50kW fast charger will charge an EV within 15-20 minutes to 80% capacity. 

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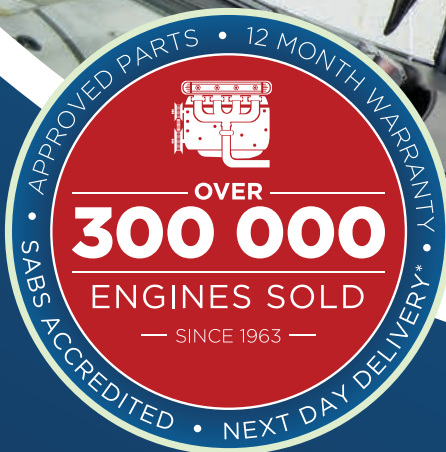
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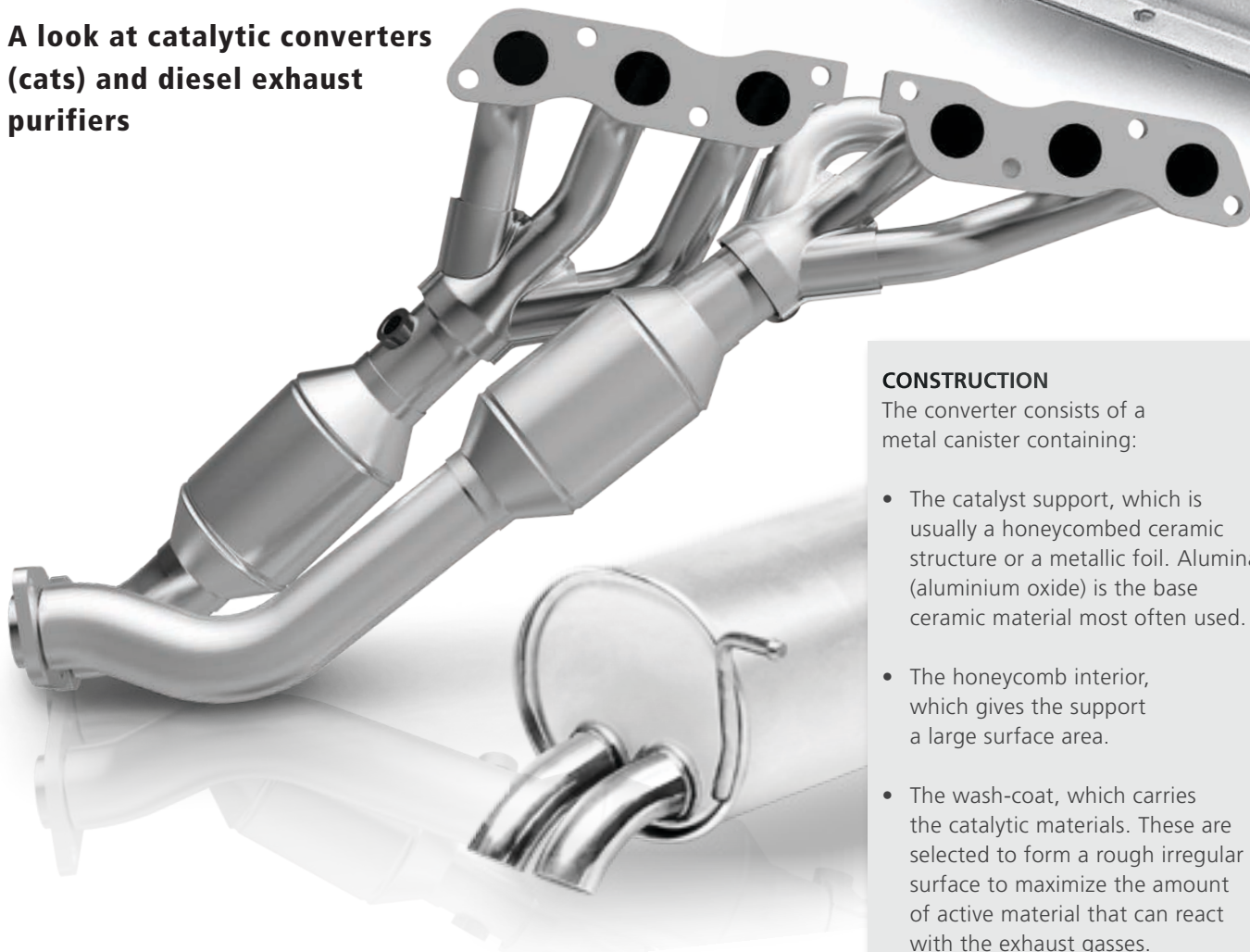
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Making exhaust gasses safe

A look at catalytic converters (cats) and diesel exhaust purifiers



CONSTRUCTION

The converter consists of a metal canister containing:

- The catalyst support, which is usually a honeycombed ceramic structure or a metallic foil. Alumina (aluminium oxide) is the base ceramic material most often used.
- The honeycomb interior, which gives the support a large surface area.
- The wash-coat, which carries the catalytic materials. These are selected to form a rough irregular surface to maximize the amount of active material that can react with the exhaust gasses.
- The catalyst itself, which is usually a mix of precious metals. Catalysts are substances that accelerate a chemical reaction by lowering the energy needed for it to proceed. The catalyst is not changed in the reaction, and can function indefinitely, but is usually degraded by heat or contaminants. The materials most often used are platinum, palladium and rhodium.

Worsening pollution levels in California and other American states during the early 70s forced the Environment Protection Agency (EPA) to dictate that from the beginning of 1975 most petrol-engined vehicles must be equipped with catalytic converters, and the rest of the world slowly followed in their footsteps.

The first catalytic converter was invented by Eugene Houdry, a French mechanical engineer working in the

USA, in the late 50s. The initial converters were two-way units that converted carbon monoxide and unburned hydrocarbons into carbon dioxide and water. Five years later these were superseded by three-way converters that also reduced the oxides of nitrogen. The early cats caused such a blockage in exhaust systems that performance suffered, but modern cats offer very little resistance to airflow while they're in good working order.



PETROL ENGINES

1. OPERATION

The cat is mounted after, and close to, the exhaust manifold, and presents a chamber for the exhaust gases to flow through where they can make contact with the catalytic material. The size of the chamber is usually half the engine's displacement with the result that there are between five and 30 change-overs of gas per second, depending on engine speed. Palladium and platinum promote the oxidation of carbon monoxide and unburnt hydrocarbons into carbon dioxide and water while rhodium promotes the reduction of nitrogen oxides to nitrogen.

The cat works best at temperatures in the 400 to 500 degrees centigrade range. It then is able to remove 90% of carbon monoxide, 95% of nitrogen oxides and more than 95% of hydrocarbons from the exhaust gasses.

The converter's efficiency also depends on the fuel/air ratio, as shown in figure 1. At rich mixtures the cat cannot cope with carbon monoxide (CO) and hydrocarbons (HC) and at lean mixtures it cannot cope with nitrogen oxides (NOX). In the small area around an air/fuel ratio of 14,7:1, called stoichiometric or chemically correct, there is a 'sweet spot' where the cat's efficiency is very high.

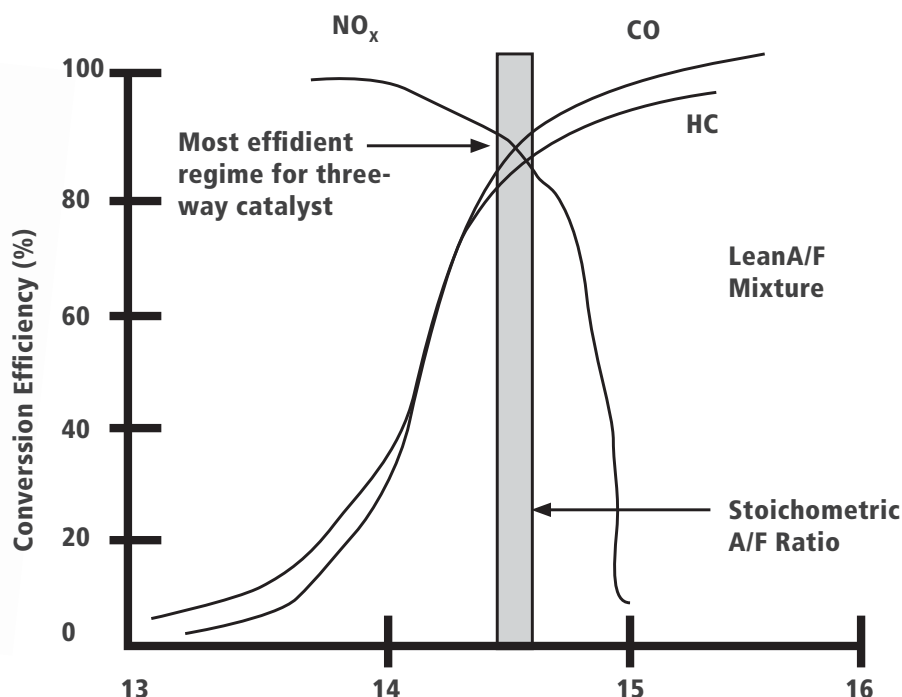


Figure 1

2. CAT DURABILITY

Most modern cats are designed to last at least 200,000km, which is the usual designed life of most cars. They lose efficiency due to overheating, aging or contamination, in order of likelihood.

When the operating temperature goes much above 500 °C, the catalytic materials tend to clump together. They form large active sites that are less efficient than smaller deposits exposed to the exhaust gasses. Overheating usually occurs due to engine malfunctions such as misfiring and running too lean or too rich. It is interesting to note that a turbocharger removes enough energy from the exhaust gases to lower the cat's operating temperature slightly.

Impurities in the petrol, such as lead and sulphur, will reduce the cat's efficiency by poisoning the catalytic material. This is why, at present, lead compounds have been practically eliminated from petrol. Lubricating oil sometimes contains small amounts of zinc, phosphorous, antimony, calcium and magnesium that has a similar effect. Some gasket sealer contains silicon that ends up in the cat when applied too enthusiastically.

3. STARTING FROM COLD

It has been estimated that half the fuel used by cars in the USA is on trips of fewer than 10 miles (16km). A low initial temperature makes it very difficult for the cat to purify the air on cars that are used mainly for very short trips. The light-off temperature (ie the temperature at which a cat becomes 50% efficient) is in the range of 230-300 °C, so that on short trips the cat only gets a chance to operate efficiently for a minute or two before the engine is switched off. This obviously occurs mainly in the cities where emissions are more harmful. The situation is made worse by the fact that most engines need a rich mixture to start so that it is easy to believe statistics that show cold start-ups are responsible for 70-90% of all HC emissions in the USA.

One way to cope with this problem is to mount the cat very close to the exhaust manifold so that it can warm up quickly and insulate it to stay warm as long as possible, but other warm-up methods are being tried.

4. LEAN-BURN ENGINES

Many modern direct-injection petrol

TECH TALK

engines employ lean-burn technology that supplies a rich mixture to the immediate vicinity of the spark plug but a lean mixture to the rest of the combustion chamber. These so-called stratified-charge engines run on an overall air/fuel mixture strength of something like 20:1 and therefore have to be combined with a specially-designed cat. A glance at figure 1 will show that in a regular cat the ultra-lean mixture will not affect the reduction of CO and HC but that the reduction of NOX will not take place. Special cats, which employ rare earths, have been developed for these engines but the combustion temperatures must be limited to keep NOX production within manageable limits.

DIESEL ENGINES

Diesel engines often operate at overall air/fuel ratios as low as the 20:1 that's normal for lean-burn engines because the combustion process takes place while fuel droplets are surrounded by air instead of a fuel/air mixture. In addition, the high compression ratio of between 16:1 and 20:1 during the compression stroke implies a high expansion ratio during the exhaust stroke. This results in an exhaust gas temperature that is about 20% lower than in a petrol engine under similar operating conditions.

1. DIESEL CAT

The above two factors dictate that a suitable cat for a diesel will not be the same as a petrol cat. Platinum and palladium are used to reduce CO and HC to CO² and water but the process is not as efficient as in the case of petrol engines. Only about 80% of the CO is reduced and 70% of the gaseous HC is changed but the overall amounts of harmful material escaping into the atmosphere is still within limits because diesel engines produce significantly less CO and HC than petrol engines.

Other methods, such as particulate traps and exhaust gas recirculation, have to

be used to reduce the amount of particulates and NOX in the exhaust of diesel engines.

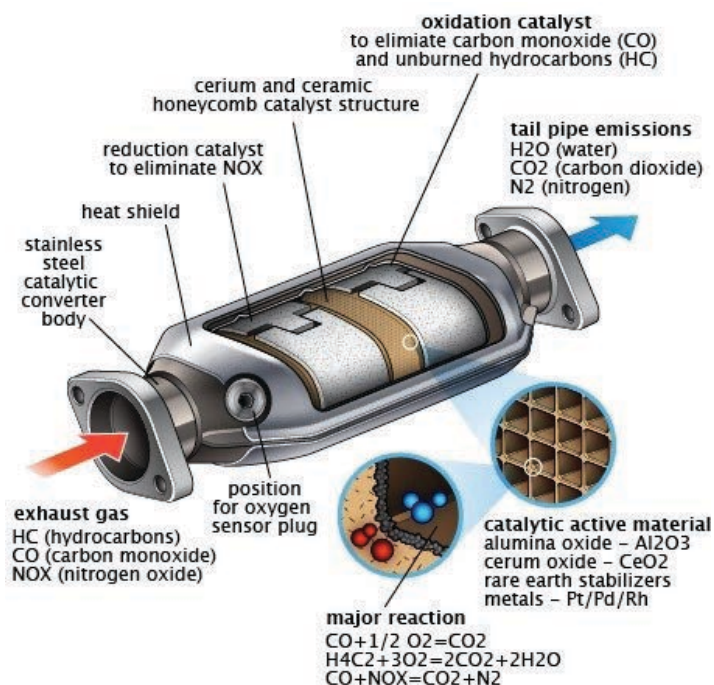
2. DIESEL PARTICULATE FILTERS (DPF)

Diesel engines produce significant amounts of particulate matter, usually in the form of soot. The thousands of little flames that are typical of diesel combustion cannot always find sufficient oxygen to reduce the carbon in the fuel to CO². Most engines are fitted with traps that catch 80-90% of the particles. After a while this forms an obstruction in the exhaust system that raises the exhaust back pressure, causing the engine to run hotter and fuel consumption to increase. When the traps are nearly full the ECU arranges to inject extra fuel into the exhaust stream. This increases the exhaust gas temperature sufficiently to burn off the accumulated soot.

3. EXHAUST GAS RECYCLING (EGR)


Diesel combustion takes place in a chamber where there is at least 20% excess air. This means there is a large amount of nitrogen surrounding the flames with the result that a diesel produces large amounts of NOX. This can be reduced by employing EGR to reduce the combustion temperatures, but this reduces the engine's thermal efficiency.

This is done by allowing some of the inert exhaust to enter the intake manifold through an electronically-controlled valve that is closed during idling, very low speed operation and maximum power demands from the driver. At low engine speeds the combustion temperature is too low to promote the formation of NOX and at high power demand the implementation of EGR would adversely affect the power output.



The amount of exhaust gases entering the combustion chamber varies from zero to 30% of the air intake volume and this lowers the combustion chamber temperature in proportion because these gases cannot take part in combustion for a second time.

4. USING DEF

On some engines diesel exhaust fluid (DEF), consisting of a mixture of 32,5% urea and water, and known as Adblue in Germany, is injected from a separate tank into the exhaust pipe. The urea evaporates and decomposes to form ammonia and carbon dioxide and this mixture reduces the NOX to water and nitrogen. The disadvantage of Adblue is the fact that a separate tank has to be checked and filled during regular services. The amount added into the exhaust stream is between 2-6% of the diesel consumption volume, depending on operating conditions. 

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



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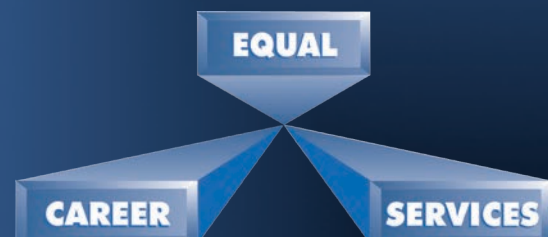
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Partinform visits Klerksdorp

On 12 June, Partinform set up shop at the North West Portuguese Club in Klerksdorp

Those manning the stands were pleased with the interaction that took place between automotive business owners and many questions were asked about the brands and products that were on display.

The regular quiz show was once again enthusiastically supported as participants were asked question about the products on display.

The visitors were also given the opportunity to cast a vote as to the best stand of the evening.

Partinform continues to visit towns and cities around the country and the next event will be held in Mosselbay.



If you need more information about upcoming events contact, Charmaine at Charmsevents on 082 381 9026 orl charmseventa@mweb.co.za

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Intellectual Property Rights in the Workplace

What you as an employer should be aware of

The general conception regarding intellectual property (IP) in the workplace is that when an employee creates intellectual property in the course and scope of employment the rights therein vest in the employer. Although, bearing some truth, this rule is, however, not as clear cut and absolute as employers would like to believe

There are numerous types of intellectual property such as copyright, trademarks, patents and designs, to mention a few. This article will focus on specific types of works created in the workplace and what the courts will consider in the determination of "in the course and scope of employment".

The Copyright Act No 98 of 1978 regulates, amongst others, authorship vs ownership of a work (in which copyright may subsist) and states that ownership shall vest in the author of the work, unless the work is made in the course of employment of a newspaper, magazine or similar periodical.¹ The ownership of such work shall vest in the employer in as far as the work relates to the publication.² It is important to note that even if Section 21 refers to the publication of a work in some form of media, this is not an exclusive list as it also makes reference

to "a work that is made by an author in the course of his employment". Furthermore, where a person commissions the taking of photograph, the making of a sound recording or cinematograph film and pays for it in money, the person who paid for the making thereof shall be the owner of the copyright subsisting therein.³

The issue as to ownership in copyrighted works and the qualification of "within the course and scope" was dealt with in *King v SA Weather Service*⁴. In this case an employee created a computer software programme while he was off duty to assist him with the performance of his duties at work. After the employee left the employ of the employer, a dispute as to who owned the work arose and the court ruled in favour of the employer. The court took into consideration the nature of the employer's business, the nature of the employee's duties, what caused

the work to be created as well as the objective facts of the matter.⁵ The court held that these factors proved that the work which was created could be so closely linked to the employer, that it was regarded as being created in the course and scope of business.

Should copyright in a work not vest in the employer by way of statute, an employer may make provision for automatic assignment thereof in a contract of employment. The legislative requirements for an assignment are that the assignment must be in writing and it must be signed by the assignor.⁶ Employers can also make provision for the assignment of a future work, or the copyright in an existing work, in which copyright does not subsist but will come to being in the future⁷. This means that if a work is in the process of being created and an employee's contract is terminated before the completion thereof, the contract of

¹ Copyright Act 98 of 1978: sec 21(1)(a). ² Copyright Act 98 of 1978: sec 21(1)(b). ³ Copyright Act 98 of 1978: sec 21(1)(c). ⁴ *King v South African Weather Service* 2009 (3) SA 13 (SCA). ⁵ 2009 (3) SA 13 (SCA): par 20 – 24.



employment can make provision that the ownership in the copyright of the completed work, even if completed after the termination of the contract of employment, shall vest in the employer.

A clear distinction between the author and the owner of a work needs to be drawn. The assumption is that the author is also the owner, however, it may differ. The Copyright Act defines who the author of a work shall be in each instance, however this article will focus on literary, musical and artistic works; photographs; and computer programmes. The Copyright Act defines "author" in relation to the aforementioned categories as follows:

- (a) In literary, musical or artistic work, the author shall mean the person who first makes or creates the work;
- (b) With regards to a photograph, the author shall be the person who is responsible for the composition thereof; and
- (c) The author of a computer programme shall be the person who exercised control over the making of the computer programme.⁸

Trademarks are less likely to cause dispute in the workplace, as a trademark is not protected as such until it is registered. It is important to bear in mind that in an instance where an employee was instructed to design a logo, the logo that was created in the course and scope of business may later become a registered trademark and subject to the question of who owns the rights therein.

A patent may be filed for any new invention that is inventive and is capable of being applied in trade, industry or agriculture. The Patent Act No 57 of 1978 (Patents Act) provides that, as in copyright, the rights (in and to an invention) that vest in a patentee may also be assigned to an employer⁹, however, there are certain statutory restrictions placed on the assignment of ownership of the rights which subsist in the patent. Section 59(2) of the Patents Act in this regard provides as follows:

Any condition in a contract of employment which


- (a) requires an employee to assign to his employer an invention made by him otherwise than within the course and scope of his employment; or
- (b) restricts the right of an employee in an invention made by him more than one year after the termination of the contract of employment, shall be null and void.¹⁰

The implication of this section is that, should the invention not have been made in the course and scope of employment, the employer will not be entitled to claim ownership in and to the invention. Furthermore, employers are restricted in terms of this section in that a contract of employment may not provide for an assignment in and to an invention made after one year after the termination of the contract of employment.

To apply the contents of this article practically, consider the following example.

A person employed in the automobile industry invents or creates a new airbag deployment mechanism. If created within the course and scope of employment, the user manual to install same written by the employee shall constitute a literary work and the ownership of the copyright therein shall vest in the employer, but the employee shall remain the author of the manual. In addition to the manual a patent for the invention will need to be filed. The rights to the patent shall vest in the employee. However they can be automatically assigned to the employer in terms of the employment agreement. Lastly if a logo was created for the invention to distinguish it from other airbag deployment mechanisms, it may be registered as a Trademark.

In conclusion it is advised that a contract of employment provides for the automatic assignment of all intellectual property rights and that such inventions or works are properly defined taking into consideration the field of work in addition to the assignment which occurs by virtue of statute.

For any enquiries as to intellectual property rights, contact Stefaans Gerber from Barnard Inc Attorneys in Centurion on stefaans@barnardinc.co.za or 0861 088 088. 

⁶ Copyright Act 98 of 1978: sec 22(3). ⁷ Copyright Act 98 of 1978: sec 22(5). ⁸ Copyright Act 98 of 1978: sec 1. ⁹ Patent Act 57 of 1978: sec 59(1).

¹⁰ Patent Act 57 of 1978: sec 59(2)(a) and (b).



Relief from OPPRESSIVE CONDUCT

A remedy to minority shareholders and directors

Within the corporate setting minority shareholders in many instances are placed in a position of vulnerability to oppression by majority shareholders as a result of the imbalance in voting rights. An example of oppressive and prejudicial conduct would be where majority shareholders or directors make decisions regarding a company without taking the minority's concerns into consideration, withholding information when taking such a decision, or alienating assets without the prior consent of minority shareholders.

Section 163 of the Companies Act¹ (the new Act) makes provision for an oppression remedy in that an aggrieved minority shareholder or director may apply to court for relief if (a) an act or omission of the company, or a related person is oppressive

- or unfairly prejudicial, or unfairly disregards the interest of a minority shareholder;
- (b) the business of the company is carried on or conducted in a prejudicial manner; or
 - (c) the power of a director of the company is being exercised in a prejudicial manner.²

Section 163(2) sets out a long list of reliefs that may be granted by the courts, including an order restraining the conduct complained of, appointing directors in place of or in addition to all or any of the directors then in office, or declaring any person delinquent or under probation. The section, however, does not define which factors will be taken into account by the court to reach a decision on whether the oppression remedy will be


appropriate. In order to determine what the courts will take into consideration when having to decide on section 163 applications, it will be necessary to do a brief study on what factors the courts relied on thus far.

In the case of *Aspek Pipe Co (Pty) Ltd v Mauerberger*³ the court held that in order for the conduct to be oppressive, there must be a visible departure from fair standards of dealing and fair play to which a shareholder is entitled. The court will therefore factor in whether a director or a shareholder had acted contrary to the fiduciary duty and standard of care owed to the company. Furthermore, in terms of section 31 of the new Act, a person who holds interest in a company has the right to access to information. In the case of *Robinson v Imroth*⁴ it was stated by the court



had been denied his entitlements as a shareholder of the company as a result of the alleged transgressions.⁷ The court held that the prejudicial and disregarded conduct must be done unfairly.⁸ The mere fact that a decision causes prejudice to a minority shareholder, does not mean that it is prima facie unfair.

From the case law as discussed it becomes clear that, to determine whether a minority shareholder or director can seek relief in terms of section 163, it must be considered whether the prejudice caused to the minority by the decision taken, resulted from a contravention of the rights and duties placed on directors in terms of the Companies Act. Furthermore, the decision must have been taken unfairly. There is no closed list of what would constitute oppressive conduct, and the conclusion to be drawn is that oppressive conduct does not mean conduct with which a minority shareholder does not agree with. The

courts should objectively consider whether the majority complied with the provisions and regulations of the Companies Act regarding the conduct of shareholders. 



Carmin Cornelius is a candidate attorney in the litigation department at Barnard Incorporated in Centurion

that the views of the minority should be considered.⁵ This indicates that compliance with the new Act will be a factor to be considered by the courts.

In the case of *Grancy Property Ltd v Manala*⁶ the court had to consider whether the appellant had sufficient grounds to rely on the relief sought in terms of section 163. The appellant made various allegations of misconduct, fraud and that he

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¹ Companies Act 71 of 2008 as amended. ² Act 71 of 2008: sec 163(1)(a) – (c). ³ *Aspek Pipe Co (Pty) Ltd v Mauerberger* 1968 (1) SA 517 (C): 525H–526E.

⁴ *Robinson v Imroth* (1917) AD 159. ⁵ *Robinson v Imroth* (1917) AD 159: par 171. ⁶ *Grancy Property Ltd v Manala* (2013) JOL 30345 (SCA).

⁷ *Grancy Property Ltd v Manala* (2013) JOL 30345 (SCA): par 6. ⁸ *Grancy Property Ltd v Manala* (2013) JOL 30345 (SCA): par 32.

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Nissan to create over 1,000 jobs

Nissan will boost employment in South Africa, with local production of the next generation Navara poised to create an estimated 1,200-plus new jobs in the automotive sector

Speaking at the recent announcement of Nissan's decision to manufacture – for the first time in history – the full model line-up of the Navara on home soil, the President of the Republic of South Africa, Cyril Ramaphosa, commented that the automotive sector is an essential part of the industrialisation of our economy,

"The sector is a reliable partner but it is also a dependable ally, as it has demonstrated by this investment, on our path to position manufacturing as a catalyst to development and inclusive growth," the President said.

Manufacturing of the new Navara at Nissan's Rosslyn facility in Pretoria, is expected to begin in 2020 and the plant's current production output will grow by more than 50%.

Increasing capacity

In order to increase capacity to this level, a two-shift operation will be required and this alone will result in the immediate creation of an additional 400 jobs. Hundreds more vacancies will be created, though, at Nissan as well as within the broader industry and, specifically, the local component supplier industry.

"Nissan has a deep understanding of the need to invest in skills development in a meaningful way. Not just for our benefit, in terms of having a skilled workforce at our technologically advanced plant in Rosslyn; but for the benefit of all the eager, young minds in this country, who are simply seeking opportunities to improve themselves," says Managing Director for the Nissan Group of Africa, Mike Whitfield.

AIDC partnership

To this end, Nissan has – in partnership with the Automotive Industry Development Centre (AIDC) – built an incubation and training centre at the Rosslyn manufacturing plant, through which a five-year training and mentorship programme is offered. This programme serves to equip entrepreneurs with the skills they need to run their companies – with the AIDC's focus on providing them with the business skills they need and Nissan's focus on giving them the necessary technical know-how.

"Programme hopefuls subject themselves to a rigorous selection process which includes multiple rounds of interviews as well as a two-day assessment incorporating

psychometrics, role play and a case study," explains the AIDC's Dineshan Moodley, "Successful candidates are enrolled in the programme and taught about assembly line layout, process optimisation, efficiency improvement, housekeeping, finance management, human resource management, payroll overview, company taxes, cost management and quality management systems."

Through this programme, eight new black-owned suppliers have so far been developed, with current plans to develop five more, to be operational for local production of the new Navara pickup.

Nissan teams from Japan will also work with suppliers here in South Africa to develop the local component industry through technical support, training and skills exchange.

"We aim to localise more in order to grow South African vehicle production as well as contribute to the transformation of the country's automotive value chain as a whole," says Whitfield. 

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Franchising 101

The word franchise in French means privilege or freedom – in essence giving an individual the right to something – in this case the right to operate a business or license under specific conditions

FASA Franchise Association of South Africa

Franchising is, without doubt, the most public of business formats.

You recognise a franchise because it carries a strong brand, has a distribution mechanism that reaches far and wide and provides a uniform product, service and image to the public. A true franchise gives the right to an individual to use its trademark but includes the complete business blueprint, training in all aspects of running the business and on-going support.

On a more basic level, franchising is really just an extremely good distribution method. The franchisor, or person who starts a company or develops a concept, uses others (franchisees) to duplicate his concept and distribute it on a large scale. This inter-dependency forms the basis to the business format and its success lies in the effective implementation of certain basic but clearly defined business principles.

The Difference

When you walk down a main street in any city and you recognise a host of branded fast food outlets, retail chains or beauty salons, you are looking at franchised outlets operated by franchisees. The key to the success of these franchisees is the fact that they all follow a successful formula – from the products and services they offer to the look of the stores. The buying public has more confidence in an established brand which has many outlets and a

distinctive offering. With a franchise there is name recognition, buying power that greatly affects the bottom line and ongoing support in the form of research, development, new ideas, market analysis, marketing and the creation of new products. A good franchise is tried and tested and commercial banks and development corporations recognise the lower risk profile of franchising and consequently prefer financing a franchisee.

Since its inception in the 1950s as a business format, franchising has developed into a global phenomenon which, if it continues to keep up with economic and retail trends, will continue to be the biggest creator of entrepreneurs, small businesses, jobs and wealth. Its maturity in first world countries has broadened its base – from offering an entry-level opportunities for people to start a business to allowing them to become multi-unit operators and even multi-brand franchisees. Franchising's expansion into third world countries has meant that it often constitutes the backbone of the economy and has introduced unique and essentially viable concepts such as social and tandem franchising to assist in grass-roots development.

Major Growth Areas


Growth segments include recession-proof concepts such as auto maintenance, home repair and renovation; second-hand

retailing; and business-to-business services in accounting, tax and consulting. Beauty, fitness and health remains a buoyant sector aimed at all age groups. Green and energy-reduction services are also on the rise.

Variety vs Conformity

There will always be fads that come and go but, given the size of the franchise sector and the fact that it is franchising that often casts the first stone that causes the ripple effect of a trend, developing new ideas and perfecting their roll-out is what franchising is good at. Whilst consumers want variety they also want the familiar. By duplicating a good product or service, a franchise concept reaches out to thousands of people who feel comfortable and safe buying that product or using that service.

Drawbacks

The most obvious drawback lies in the acceptance of the franchise system itself. Although, in some ways a franchisee owns his own business, he is contractually bound to adhere to the franchisor's operational guidelines. For someone who likes doing things 'his way', this could prove a problem. The cost of buying into a franchise, with its structure of up-front fees and set-up costs, is often very high and a franchisee is contracted to pay ongoing management service fees for the duration of his contract period. Restrictions may also be placed on the franchisee's ability to sell the franchise as the franchisor has a say in the proposed buyer's suitability. 

e-CAR CELEBRATES 15 YEARS OF SERVICE EXCELLENCE

MAINTAINING INDEPENDENCE

Launched in 2004 and now in its 15th year as a fully operational network in support of independent operators, e-CAR continues to maintain an independent stance in the South African Automotive Aftermarket amidst a growing number of competitors in the sector with Members like B & R Auto-KZN, Chris Swale Motors-KZN, Pretoria Diesel Centre-Pretoria and Beemer Auto Services-Western Cape having supported the concept from inception.

One of the major contributors to the success of the e-CAR network in South Africa is the brand's partnership with the Diesel-Electric organisation and preferred suppliers such as ATE, Bosch, Continental, Elf, Gabriel, GUD, Hella, Osram, Sachs as well as being RMI and AA compliant.



The e-CAR mission is to provide the Independent Workshop with a substantial Corporate Identity, marketing and business management concept, in order to grow existing businesses and in doing so, become the motoring public's first choice service outlet. e-CAR is committed to help you improve your customer service, build repeat business and win new business which ultimately increases your profits by the continuous development of new and innovative programs and products.

With a variety of vehicles entering workshops every day e-CAR is focused on general vehicle service and repairs. The brand offers a complete diagnostic test solution using professional trained technicians and Bosch KTS diagnostic equipment as well as training being provided by Bosch and other preferred suppliers in all workshop outlets. Replacement parts are of top quality and provide a competitive advantage in becoming motorist's first choice. "Quality is key." Many vehicles can be brought back to specifications following a service at an e-CAR outlet since parts and training are of premium quality. In addition, work is done quickly and correctly with a national warranty a major benefit to members.

The e-Car Club, which consists of some 20 000 members, ensures peace of mind motoring and client retention. The e-CAR club provides 24 hour roadside assistance as well as medical and legal advice. The Club also encourages repeat business and promotes the e-CAR brand.



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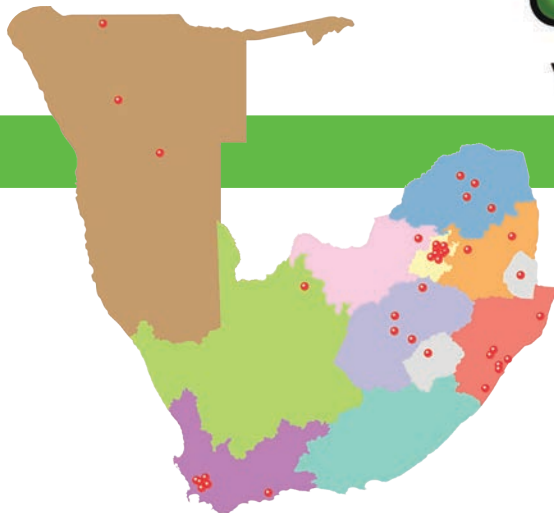


SPECIAL REPORT

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- National footprint
- National Warranty
- Parts available through our Diesel-Electric Wholesale Network
- Product information and support
- Technical training & information
- Web advertising and all other social media



e-CAR TECHNOLOGY VALUE

- Access to tools and workshop equipment
- Bosch KTS and Bosch (ESI) Tronic Diagnostic equipment
- Diesel-Electric parts catalogue
- Online suppliers endorsement & support
- Suppliers electronic catalogue
- The highest standards as recommended by RMI and the AA
- Workshop management system (Auto estimate/Auto manage)



ADDED VALUE TO e-CAR MEMBERS

- Loyalty purchase incentive
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- Repeat business from motorists
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Why choose a franchise?

In today's difficult trading environment starting a business or even a franchise does not guarantee success but as one franchisee put it, "I would rather be in business within a franchise system than be facing all these challenges on my own."

FASA Franchise Association of South Africa

The Franchise Association of South Africa, in addition to conducting a survey on the franchise sector in relation to its franchisors, also surveys franchisees to find out how they are faring and what their challenges are. High on the list of priorities within the survey, which is sponsored by Sanlam, is their satisfaction levels in a number of areas ranging from satisfaction with their franchisor, their landlord, and even their suppliers.

"All this feeds into keeping the relationship between franchisors and franchisees at a healthy level," says Tony Da Fonseca, FASA's Chairman. "Being able to pick up undercurrents of uncertainty or areas that need improvement allows franchisors to step up their game and better service their franchisees."

The best litmus test to seeing how successful franchising is as a business model is to ask franchisees whether they would recommend franchising to others. FASA's survey showed four out of five franchisees surveyed (80%) would not hesitate to recommend their franchise brand to others. This is the best endorsement potential franchisees can get.

"In addition to doing the usual due diligence, we, through the various seminars and franchise shows we run, always insist that prospective franchisees

speak to as many franchisees as possible to find out how successful they are and how happy they are with their franchisors," says Vera Valasis, FASA's Executive Director.

Whilst franchisees are currently making an average of 9.5% nett profit, there are some indications that franchisees are not quite as positive about the growth of their businesses as they were a year ago. This is linked primarily to economic and political influences, resulting in new franchisees taking longer to break even.

The survey showed challenges facing the franchise industry include finding skilled staff, being able to offer consistently good service, and the poor economy. Secondary challenges were growing the business with new customers, running costs and keeping prices competitive. Increased training in marketing was identified as being of great benefit to the franchisee.

Winning formula

A successful franchise system is based on a win-win business relationship, where the franchisor promotes co-operation, consensus, provides good leadership, gives direction and involves its franchisees in the overall goals through effective communication.

A franchisor must ensure that the franchise is structured to maximises the

opportunity for success and reduce the risk of friction and failure for both himself and his franchisees.

The key to success lies in two levels of support that a franchisor offers in two principle areas.

1 Initial support

The support given to a new franchisee in setting up their business in the initial stages is crucial as it sets the tone for the franchise relationship and starting off on a good footing is always a good thing. Vital to the establishment of new franchisees is training, which together with the operations manual, will become the 'bible' to successfully operate his business; set-up assistance, including things like site selection, lease negotiations, outlet fit-out, equipment and stock, staffing and opening promotions; and the bonding process to establish a strong relationship with the head office team.

2 Ongoing support

Once the franchise opens its doors, the ongoing support must kick in. This takes the form of a continuous programme of communication and support and is largely funded by the management service fee paid by franchisees. This support includes field visits by specially trained service consultants; marketing and merchandising, and on-going training.



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How do I ensure success in franchising?

You weighed up the pros and cons, consulted all the experts, did some soul-searching and finally have your own franchise business. Whilst franchising gives you the blueprint to operate successfully, it is up to you to make it work

FASA Franchise Association of South Africa

Franchising is in many ways a hands-on business experience for a first-time operator. Be prepared to wear many hats in your role as a franchise owner/operator – Chairman, Managing Director, Financial Director, Sales Director, Marketing Manager, Administrator, Personnel Manager and Business Development Manager – and often also be your own secretary, typist, computer operator, receptionist and driver.

Many franchisors do not even consider a prospective franchisee if he is not prepared to work in the business and is hands-on. There is no question that the secret of franchising's success lies in the fact that it relies on market expansion by putting ordinary people into business for themselves, but not by themselves.

Some people enter franchising expecting instant success. However, this success does not come without hard work and great effort. Like any other business, franchising requires tremendous time, initiative and effort, especially in these recessionary times. It is an excellent way to be in business for yourself because you are given the blueprint to follow and the franchisor is always on hand to help. The franchisor provides a method of doing business that has been tested

over time in the marketplace and you as the franchisee must effectively implement that system.

Planning for success

Running a franchise calls for prior and ongoing business planning. Working with the franchisor's blueprint (the operations manual), you will need to be the strategic planner, working out where you want to go, how you intend getting there, how much it will cost, when you want to be there and what your next goals will be. Keep in mind that business success is a journey, not a destination, and it is up to you to direct your own future. In the same way that you prepared a business plan at the start of your franchise journey, you need to update that business plan every year as you plan your future success. With multi-store ownership the trend in franchising today, make that a goal – to own not one but multiple outlets.

Marketing


Although your franchisor will have a corporate national marketing campaign in place, to which you possibly contribute and which will take care of the brand-building side of the business, you need to create an effective selling platform for your goods and services within your area. You will need to research

how you fit into the market and what messages need to be communicated to the market in order to make it want what you have. In effect, you need to become your own local public relations and advertising manager all rolled into one.

Selling

Most of your incoming business will depend on your own selling efforts and you must have or develop the outgoing, resilient personality that will help you make the necessary sales. Unless it's a retail operation where customers come to you, most companies expect that franchisees will be in charge of business-generating sales. So you have to work out which leads are the most likely, and develop the art of persuading people to buy a particular product or service.

Staff Management

You will need to be adept at selecting the right staff, delegating responsibilities, supervising them, exercising work discipline, mediating with minimum friction, monitoring honesty and where applicable, hiring as well as firing. Motivation and instilling a passion for the business is crucial in franchising and whilst the franchisor may assist with staff training, it is up to you to lead build a great team that will do your brand proud. 



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FAQs

Answers by experts to questions received recently by the RMI

Q: What is regulatory compliance?

A: In general, compliance means conforming to a rule, such as a specification, policy, standard or law. Regulatory compliance describes the goal that a business aspires to achieve in their efforts to ensure that they are aware of and take steps to comply with relevant laws, policies, and regulations.

Q: Why is compliance important to a business?

A: Being compliant in business shows integrity and credibility. When it comes to business and corporate governance, it refers to the company and how they manage the business, their staff, and their treatment towards their consumers. The concept of compliance is to make sure that business acts responsibly and within the ambit of the law.

Q: What are the risks of noncompliance?

A: It may not cost in the immediate future but can certainly also cost dearly in the future in the form of penalties. Primary to any business is profit; however profit needs to be calculated after all expenses have been covered. Compliance requires a certain amount of spend in order to maintain integrity. However, you are compelled to close your business for failing to comply with legal requirements. Regulatory compliance involves protecting

business' agents, employees and other stakeholders. This covers safety guidelines, payment of wages, etc. Businesses must comply with several laws and regulations at all times.

Q: What is the extent of these compliance requirements?

A: Because of the vast number of government guidelines for compliance, it can be easy for business owners to find themselves in violation, leaving their companies open to penalties and even being closed down. Having a complete and thorough understanding of corporate compliance is crucial to protecting your business's future sustainability.

Q: How does the RMI assist with regulatory compliance?

A: Regulatory compliance describes the integrity that organisations aspire to achieve in their efforts to ensure that they are aware of and take steps to comply with relevant laws, policies, and regulations. To this end the RMI aims to provide assistance in managing risk awareness associated with regulations and the challenges of meeting regulatory requirements for its members.

Q: What does the RMI regulatory compliance department do?

A: The RMI regulatory compliance department is constantly vetting legislation; involving itself with

technical experts in legislative processes; interacting with government departments and statutory bodies such as NRCS and SABS which includes the monitoring of processes at these institutions and liaising with them in order to best protect the constituent associations of the RMI and their members. It is further involved with occupational health and safety matters both within the RMI and in respect of its members and assists members with matters following Department Of Labour inspections; Workmen's Compensation and Diseases legislation, as well as assist in all other compliance related matters.

In short the RMI's regulatory compliance department is committed to elevating the integrity of the RMI member base and the industry as a whole. Assisting members in identifying the laws, rules, codes and standards applicable to their operating environment provides the necessary advice on compliance issues.

The ultimate aim of the RMI is to ensure that its members are conducting their business with credibility and integrity by assuring full compliance in every aspect pertaining to the motor industry, professional standards, accepted business practices, internal standards and the RMI Code of Conduct as well.



Themes for NAAMSA conference



There will be two themes for this year's NAAMSA Automotive Conference which will be held at the Kyalami Grand Prix Circuit and Conference Centre in Midrand on 22 August as part of the annual Festival of Motoring presented by WesBank

The themes will be linked under the overall slogan Reimagining the Future Together.

"This is a must-attend event for all those involved in the automotive industry in South Africa as we have drawn up a programme of varied topics covering all major aspects of the industry led by top-level speakers, including international experts," explained Mike Mabasa, the recently-appointed Executive Director and CEO of NAAMSA.


This popular event, which was fully subscribed last year, will once again have the backing of the Innovation Group and AutoTrader.

The first theme that the speakers will address will be: Embracing innovation as an indispensable catalyst for prosperity and sustainable growth. This session will interrogate how best the industry can use the Automotive Masterplan, which is planned to run from 2021 to 2035 and aims to increase localisation, double production, and employment.

The speakers at the conference will look at how the various members of the industry can better collaborate to build a resilient automotive sector, creating joint prosperity and unlocking the potential for growth and development in the sector.

The second theme for this important conference will be: Automotive trends, technology, and consumer behaviour.

This session will examine the increasingly digital ecosystem and disruptive landscape in which the automotive industry finds itself. The speakers will also talk about global energy trends and the importance of clean fuels in South Africa as well as how consumer behaviour is changing and how this phenomenon is impacting the automotive industry.

The conference, which also offers an ideal networking opportunity for all players in the local motor industry, will run from 08h00 to 13h30. 

Seats are limited, to secure your booking, you can do so online:
<https://eventsvp.co.za/eventlogic/paylogic/pay.aspx?refno=Naam>


To view the full conference programme:
<https://festivalofmotoring.za.messefrankfurt.com/johannesburg/en/Conferences.html>

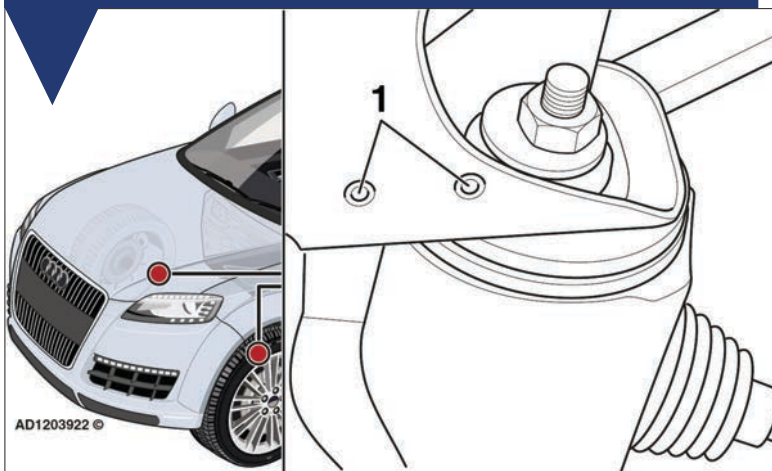
Troubleshooting made easy

Autodata, the leading provider of automotive technical information shares manufacturer verified fixes to common problems found in motor vehicles. Visit www.autodata-group.com to learn more about its online tools for workshops. Autodata is part of the Solera Group of companies

AUDI Q7: NOISE FROM THE FRONT SUSPENSION WHEN DRIVING OVER ROUGH ROADS


Problem: A customer of ours has a 2008 Audi Q7 and they are complaining of an abnormal noise from the front suspension when driving over rough roads. We have heard the noise on road test, but cannot pin point the source of the noise with a visual check of the vehicle on a ramp. Can you help?

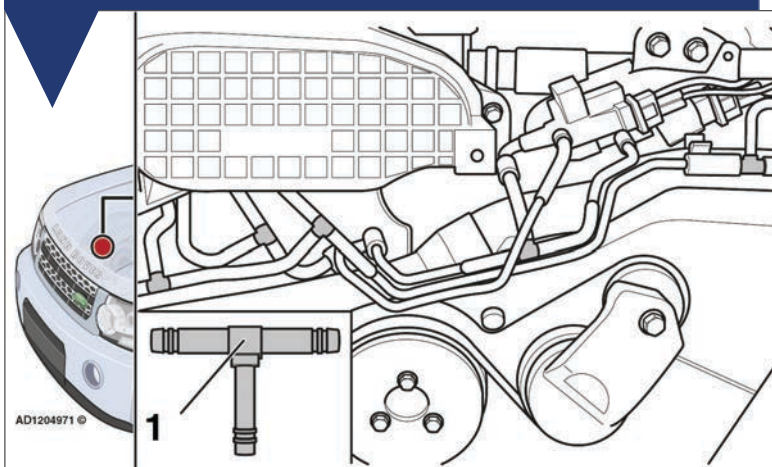
Solution: We are aware of a noise from the front suspension on Audi Q7 models up to 2015. The noise is due to premature failure of the front suspension lower arm rear bush caused by overheating of the bush. Fit new front suspension lower arm rear bush. Locate holes in the front subframe adjacent to the front suspension lower arm rear bush Fig.1.1. Fit deflector plate, available from Audi parts department, to the front subframe using rivets. The deflector plate will help cool the suspension bush. Repeat procedure for opposite side. Carry out road test to ensure noise from suspension has been eliminated. 



LAND ROVER DISCOVERY 4: LACK OF POWER

Problem: We have a customer with a 2011 Land Rover Discovery 4 3,0 Diesel who is complaining of a loss of engine power and the engine warning lamp on. There are trouble codes stored relating to the turbocharger (TC) wastegate regulating valve. We have removed and checked the turbocharger (TC) wastegate regulating valve and it seems to be OK. Can you help?

Solution: Yes, we are aware of a fault that affects 2011 model year Land Rover Discovery 4 and Range Rover Sport models with 306DT engine code. The fault is due to the turbocharger (TC) wastegate regulating valve vacuum pipe T piece becoming blocked. Renew all the T pieces, available from Land Rover parts department, in the turbocharger (TC) wastegate regulating valve vacuum pipe Fig.1.1. Erase trouble codes and carry out road test to ensure the fault has been rectified. 





Automotive Industry Development Centre
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AIDC

set to host another Best Practice Tour to India

The Automotive Industry Development Centre (AIDC) is set to host yet another Best Practice Tour in 2019. This year announces the 6th tour to India since its inception in 2014. The AIDC is hosting the Best Practice Tour to India for interested companies who want to better understand and experience the application of world-class manufacturing principles at all levels of manufacturing companies.

The objectives of the best practice tour to India is to take industry members to obtain first-hand experience related to India's World Class Manufacturing (WCM) companies, including programs like TPM (Total Productive Maintenance), Lean Manufacturing, Six Sigma, various Production Systems approaches, etc. The best practice tour will also feature scheduled training/workshops in India that will be hosted by the Confederation of Indian Industries (CII) and the CII Institute of Quality - TPM Club India.

The reason that India has been identified for the Best Practice Tour is the similarity in manufacturing environments as well as India being the fastest growing country globally that received TPM Excellence awards in the previous years. The existing relationship

between the AIDC and CII has been benefiting South African Automotive companies in accessing and learning from Indian companies.

At the start of the TPM program in 2012 it was identified, by the AIDC TPM team in conjunction with the international expert support from UNIDO and CII, that taking industry members on an international best practice tour is one of the key factors to successfully implement such a program in the companies. This is due to the fact that delegates get the opportunity "outside their normal working conditions" to learn and take home the valuable ideas and suggestions from these best practice companies by means of "Gemba walks" (going to the workplace) as well as valuable discussions with these companies on how to overcome the challenges in the modern day manufacturing industry.

Sep 2019

Chennai & Goa/Aurangabad

If you, or a representative of your company, are interested in participating contact:

***Sydney Theko on Tel: 073 359 5534
or email: stheko@aidc.co.za.***

Closing date for applications is 27 July 2019.

(Also note that seats are limited, so we encourage your urgent response to book your space)

Cost: R52 000 per delegate



MEMBERUPDATE

The RMI welcomes these new businesses into membership

Member Trading Name	Street City	Member Trading Name	Street City
A		Linex Lynnwood	Pretoria
Ace Matic Motors	Johannesburg	LR Technical Services	Johannesburg
Across Panelbeaters	Tzaneen	Ludwin Motor Repairs	Soweto
Afrit (Pty) Ltd	Pretoria	M	
Afrotom Auto Centre	Kempton park	M and J Automotive Centre	Mount Fletcher
Albertina Auto Electrical	Albertina	Mabidi Suspension Repairs	Pretoria
Alpha Auto Group	Boksburg	Majestic Motor Spares	Pretoria
AMP Panelbeaters	Northam	Major Service Shop	Pretoria
Auto Magic Witbank	Witbank	Marispex Motor Repairs	Durban
Autoboy's Automotive	Johannesburg	Masivane	Klerksdorp
Autocity Centre	Pretoria	Merc Auto City	Springs
Automed Repairs	Stanger	Mokgadi Maintenance	Polokwane
B		Motor and More	Brackenfell
B and T Autoclinic	Polokwane	MWB Load Testing & Inspection Services	Hermanus
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Brezane Engineering & Hydraulics	Bloemfontein	Phase V Automotive	Bedfordview
C		Phuma Fleet Services	Pretoria
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Car Service City - Strydom Park	Randburg	R & K	Nylatroom
CAS & R	Katlehong	Ramcom Cape	Blackheath
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D		Rola Ford Caledon	Caledon
Delta Panelbeating Centre	Strand	Rola Mazda Somerset West	Somerset West
DHM Automotive Engineering	Newcastle	Rustenburg Auto-Fix and Suspension	Rustenburg
Dynosport (Pty) Ltd	Randburg	S	
F		Siyaphambili	Port Elizabeth
Ford Bela-Bela	Bela-Bela	Supa Quick Menlyn	Pretoria
Fury Honda Toti	Amanzimtoti	Suwenda 97	Kempton park
Fury Renault Toti	Amanzimtoti	T	
G		Tenneco Port Elizabeth	Port Elizabeth
Garden City Authorised Body repair Centre	Pietermaritzburg	The parts Connect	Pretoria
GSR Development	Cape Town	TLC Auto body	Germiston
H		Turbotronic	Kamieskroon
Heavy Duty Components & Repairs	Richards Bay	Tyres Aligned & Service Rides	Goodwood
Hi-Q Atlas	Boksburg	U	
Hi-Q Stilbaai	Still Bay	Ultimate Auto	Heidelberg
Hotwheels Auto	Durban	V	
I		Vehicle Whisperer	Mossel Bay
Ignition Auto	Boksburg	Vehicles Forall	Pretoria
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Insane Racing	Centurion	W	
J		WE Buy Your Car	Randburg
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Shell's e-fluids optimises electric vehicle performance

Shell has announced the launch of its new range of fluids specifically designed to work in battery electric vehicles (EVs). These e-transmission fluids, e-thermal fluids and e-greases are positioned to make battery EVs perform better and be more efficient, and forms part of Shell's ongoing drive to support electric mobility and offer more and cleaner energy solutions for our customer


Shell is continuing to explore how to serve the world's increasing number of EV drivers, both on its forecourts and beyond. Shell has been working closely with automotive and component manufacturers to engineer these 'first fill' fluids that effectively and efficiently meet a broad range of battery EV performance requirements. These products are targeted at the growing number of automotive manufacturers who are building EVs.

"Electric mobility is one of the solutions that will help meet growing demand for transport in a lower-carbon world. From power generation, to charging and now with our new range of specialised e-fluids, Shell is serving the needs of an increasing number of EV drivers," says Huibert Vigeveno, Executive Vice

President of Global Commercial at Shell. "Shell Lubricants provide the ultimate protection no matter what car you drive. Our new e-fluids are the result of significant investment in R&D, partnering with car manufacturers around the world to improve vehicle performance, extend their range and increase their lifespans."

Like regular vehicles, battery EVs still need fluids to operate. Current lubricants, which have been developed for internal combustion engines, generally fall short of meeting the performance requirements of high-tech EV powertrains. Shell's e-fluids have been designed by specialised lubricant scientists based in Hamburg and Shanghai to optimise the performance of EVs and deal with

these challenges. e-Fluids will help battery EVs reduce their lifecycle emissions and extend their lifespans due to their ultra-low viscosity properties which increase vehicles efficiency, and outstanding ageing properties which exceeds conventional oils. Shell has also produced a range of fluids, Shell Helix Hybrid, which are designed to work specifically with hybrid vehicles.

Electric vehicles are expected to play an increasingly important role in transporting people and products. With the growth of EVs at currently 40-50% per year, and with the International Energy Agency anticipating that by 2040 there may be 280 million EVs on the road, Shell e-fluids cater for a growing need among consumers and automotive manufactures to improve and protect their vehicles. 

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AB399601AD	Air Filter
AB399176AC	Fuel Filter
BB3Q6744BA	Oil Filter
AB3919N619AA	Pollen Filter

Recommended List Price	Recommended Trade Club Price
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R 114.98	R 86.24
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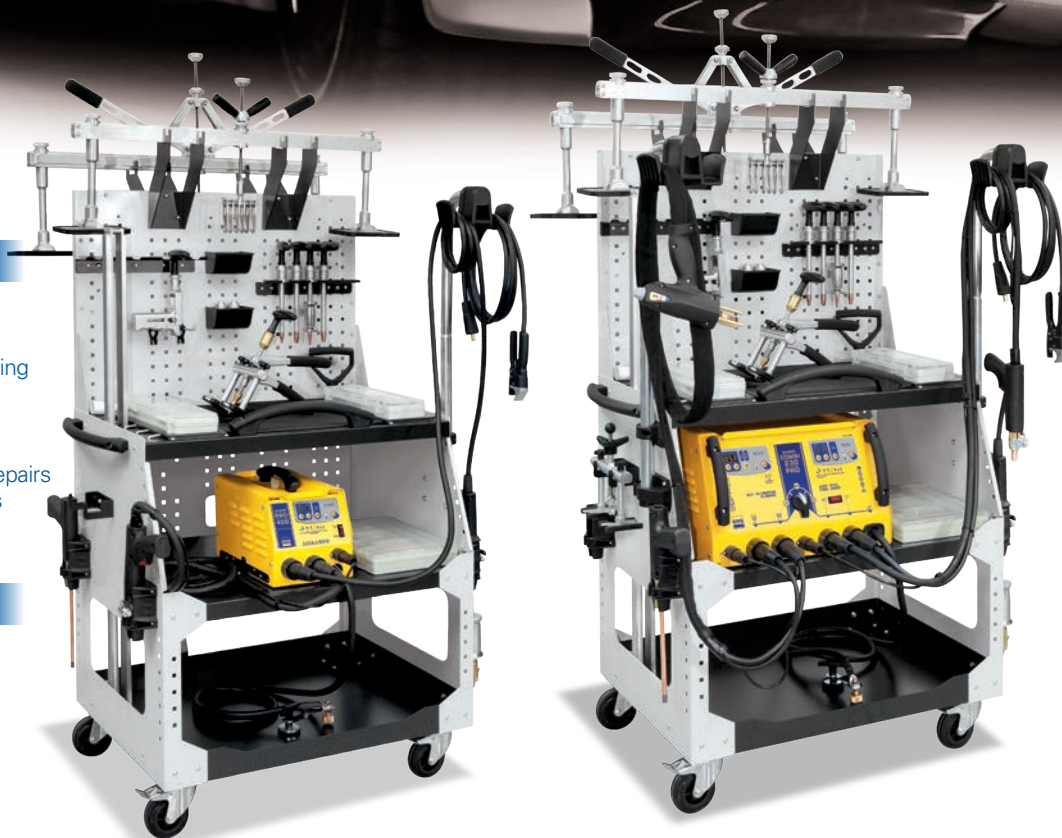
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