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RMI UPDATE: NADA INSPIRES DELEGATES; NEGOTIATING THROUGH EMOTIONS; WITNESS TESTIMONY; RETENTIONS AND REPUDIATIONS; A LOOK AT THE EXHAUST SYSTEM; FORWARD THINKING REMEDY FOR CRITICAL SKILLS TRAINING; WOMEN OF NOTE



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Editor: Kate Kennedy
 kate@thefuture.co.za

Sub-editor: Peggy Lendrum
 peggy@thefuture.co.za

Design and layout: Heinz Bawa
 heinz@thefuture.co.za

Reporter:
 Greg Surgeon
 greg@thefuture.co.za

Publisher: Richard Lendrum
 richard@thefuture.co.za

Production: Mabel Ramafoka
 mabel@thefuture.co.za

Advertising Sales Executives:
 Enver Lawangi, Greg Surgeon,
 enver@thefuture.co.za
 greg@thefuture.co.za

Future Publishing (Pty) Ltd
 6 Rodwiela Road,
 Edenburg, Rivonia
 PO Box 3355, Rivonia, 2128
 Tel: +27 (11) 803-2040

RMI *Automobil's* Editorial Sub-Committee: Viv Corinaldi;
 Gary McCraw, Danelle Van Der Merwe, Brett Ferreira, Kate Kennedy,
 Greg Surgeon, Jakkie Olivier and Jan Schoeman

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Automobil is the official journal of the Retail Motor Industry Organisation (RMI) which hosts 13 constituent associations: ACRA (component remanufacturers); ERA (engine re-builders and automotive engineers); MDA (motorcycle, scooter, quad and jet-ski/outboard engine dealers); MIMA (Motor Industry Manufacturers' Association); MIWA (the full spectrum of workshop operators); MPEA (wholesale and retail part dealers); NADA (new and used car and truck dealers); VTA (vehicle testing); SADFIA (diesel pumproom operators); SAPRA (Fuel resellers, convenience store and car wash operators); SAMBRA (South African Motor Body Repairer's Association); SAVABA (vehicle body builders) and TDAFA (tyre dealers and fitment centres).

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



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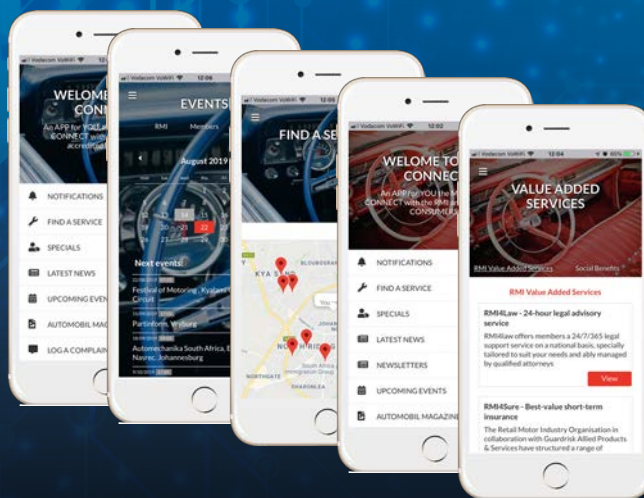
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- Industry labour relations seminars.
- *Automobil* magazine and weekly web letters.
- Commenting on industry topics in the media, and participating in and hosting numerous conventions and shows.





New app connects industry and consumers

Jakkie Olivier, CEO of the RMI

For several years now there has been a call from the motoring sector as well as the motoring public for a quick and convenient way to find service providers. We are excited that, following months of development, RMI Connect is live and available on Play and Apples Stores.

RMI Connect is an app that assists motorists in finding an accredited service supplier in the category of service required closest to them via GPS or in the region of their choice. It provides the full contact and address details as well as any service or product specials.

From a customer-service point of view, RMI members will be able to use the app to find compliance documentation; to market products and events; for training purposes; to connect with other RMI members and to access up-to-date RMI news. There is a plethora of information available on the app making it a very handy tool for our members.


We have also included a section where motorists can log a complaint if they are unhappy with any element of the service they receive, or to report a supplier claiming falsely to be an RMI member.

I strongly encourage all RMI members to download the app and to tell their customers and friends about it. We want to spread the word that there is now an app that takes the guess work out of locating a good partner for vehicle care and seamlessly connects consumers to the closest RMI member.

Please note that in the case of Android phones, only version 7 and higher of the operating system are supported by Google Play Store and will have access to the RMI Connect app.

On a different topic, this edition includes a feature on training in the sector and it is encouraging to see the efforts being made to upskill our industry. It is up to every business and every person in the industry to be involved in training, mentoring, coaching, and upskilling of some sort.

At the RMI, training is one of our strategic priorities and as such we are involved in various transformation initiatives including the Centres of Specialisation programme in association with the Department of Higher Education and Training, the NAAASP Business Entrepreneurial Development project in association with merSETA, Gender and Disability management programmes in association with MISA, a partnership with SEDA on small business development to black informal and semi-formal businesses, and more.

Our associations are also, in their own rights, spearheading or getting involved in training partnerships with industry players. This means that there are ample opportunities for RMI members and industry stakeholders to make a difference through upskilling their sectors. This is vital if we are to ensure the health and longevity of the motor industry. If you are looking for a way to get involved Louis van Huyssteen, the RMI's National Training Director, is on hand to discuss what opportunities would best suit you. Alternatively contact your respective associational director. 

See page 14 for more information

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

CONSTITUENT ASSOCIATIONS



Who do they represent and what are their objectives?

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



ACRA (Automotive Component Remanufacturers' Association)

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



ERA (Engine Remanufacturers' Association)

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



MDA (Motorcycle Dealers' Association)

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



MIMA (Motor Industry Manufacturers' Association)

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



MIWA (Motor Industry Workshop Association)

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



MPEA (Motor Parts and Equipment Association)

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



NADA (National Automobile Dealers' Association)

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



VTA (Vehicle Testing Association)

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



SADFIA (South African Diesel Fuel Injection Association)

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



SAMBRA (South African Motor Body Repairers' Association)

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



SAPRA (South African Petroleum Retailers' Association)

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



SAVABA (South African Vehicle and Bodybuilders' Association)

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



TDFA (Tyre Dealers' and Fitment Association)

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



RMI contact details

Head Office: 011-886-6300 | www.rmi.org.za
Surrey Square Office Park, 330 Surrey Avenue, Ferndale, Randburg, 2194
RMI Regional Offices: Highveld: Randburg: 011-886-6300; Northern: Pretoria: 012-348-9311; KwaZulu-Natal: Durban: 031-266-7031; Eastern Cape/Border: Port Elizabeth: 041-364-0070; Western Cape: Cape Town: 021-939-9440; Free State/Northern Cape: Bloemfontein: 051-430-3294



Editor: Kate Kennedy

Stress relief

I can't believe we're only eight-odd weeks away from 2020. I can't wait to spend some quality time with my family over the festive season, as I'm sure you are. But before we can enjoy a well-deserved holiday, we have to run the gauntlet of year-end madness.

Everyone is wrapping up projects and there are a lot of last-minute orders to fill. Service and tyre fitment centres are gearing up for an influx of customers getting their vehicles ready for road trips. Tempers are short and stresses are high, so I thought I'd give you a few simple ways to manage December-itis.

It sounds clichéd but deep breathing is a great stress reliever. When you feel your temper start to rise, stop, close your eyes and concentrate on taking a four or five slow deep breaths.


Prioritise your to do list and see if anything can wait until after the holidays.

Take a break from your desk or workstation for a mini me-time break. Take your tea break outside, away from colleagues, or walk around the complex to clear your head.

Look back upon 2019 and remind yourself of all the successes you were a part of. Remembering the things that worked out well is a good way to put yourself in a better mood.

Do a little bit of good where you can. Give a co-worker a genuine compliment. Make an extra sandwich for the homeless man you pass on your drive. Take a glass of water to the gardener labouring in the sun. It doesn't have to cost money, but thinking of someone else for a few minutes takes the focus off of your problems for a little while.

Make time for exercise, even if that means just walking around the block.

Finally, remember that everyone is feeling as frazzled as you. Cut them some slack for their offensive behaviour, which is not a reflexion on you, but more likely a reflexion on the situation. 

'Til next time
Kate



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SPEAK TO US



RMI EXECUTIVES

Chief Executive Officer:

Jakkie Olivier

Cell: 082 452 5150

jakkie.olivier@rmi.org.za

Chief Operations Officer:

Jan Schoeman

Cell: 082 552 7712

jan.schoeman@rmi.org.za

Financial Director:

Renee Coetsee

Cell: 082 412 6760

renee.coetsee@rmi.org.za

Company Secretary:

Gary McCraw

Cell: 082 560 6613

gary.mccraw@rmi.org.za



RMI BOARD MEMBERS

Jéanne Esterhuizen (President)

Barry Canning (Vice-President)

Jakkie Olivier

Johann van de Merwe

Franz Maritz

Mams Rehaman

Lindsay Bouchier

Dewald Ranft

Chris Le Roux

Dupre Le Roux

Les McMaster

Vuyani Mpofu

Andrea Bogner

Ferose Oaten

Frank MacNicol

Mark Dommisie

Riaan Botha



RMI DIRECTORS

MIWA

Pieter Niemand

Cell: 082 812 5391

pieter.niemand@rmi.org.za

NADA, MDA

Gary McCraw

Cell: 082 560 6613

gary.mccraw@rmi.org.za

SAMBRA

Richard Green

Cell: 082 378 4899

richard.green@rmi.org.za

SAPRA

Vishal Premilall

Cell: 082 886 6392

vishal.premilall@rmi.org.za

UTA, SAVABA

Julian Pillay

Cell: 082 560 6625

julian.pillay@rmi.org.za

TDAFA, MPEA, MIMA

Hedley Judd

Cell: 071 892 1475

hedley.judd@rmi.org.za

TRAINING

Louis van Huyssteen

Cell: 082 560 6623

louis.vanhuysteen@rmi.org.za

SADFIA, ACRA, ERA

Attie Serfontein

Cell: 082 452 5153

attie.serfontein@rmi.org.za

TRANSFORMATION

Joy Oldale

Cell: 082 464 4009

joy.oldale@rmi.org.za



RMI HEAD OFFICE

Danelle van der Merwe

Brand and Communication Manager

Cell: 082 926 5846

danelle.vandermerwe@rmi.org.za

Nonhlanhla Noni Tshabalala

HR Manager

Cell: 083 208 7161

Julian Pillay

Regulatory Compliance Manager

Cell: 082 560 6625

julian.pillay@rmi.org.za

011-886-6300

www.rmi.org.za

Surrey Square Office Park

330 Surrey Avenue

Ferndale, Randburg

2194

RMI REGIONAL OFFICES

Jeff Molefe | General Manager:

Inland Regions 082 560 6617

Erwin Stroebel | General Manager:

Coastal Regions 082 550 8990

Highveld:

Randburg: 011-886-6300

Northern:

Pretoria: 012-348-9311

KwaZulu-Natal:

Durban: 031-266-7031

Eastern Cape/Border:

Port Elizabeth: 041-364-0070

Western Cape:

Cape Town: 021-939-9440

Free State/Northern Cape:

Bloemfontein: 051-430-3294



RMI PARTNERS

RMI4Sure 0860-104-202

RMI4Law 0861-668-677

RMI4BEE 0861-764-233

RMI4OHS 012-998-7139

@AutomobilSA

Facebook.com/AutomobilSA

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Forward thinking remedy for critical skills training


Wayne Adams, merSETA Acting CEO



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.

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.

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. We continue to play an intricate role in funding training and skills development where occupationally-directed qualifications are critically important.

Our aim is to measure up to international standards of providing quality education and training, by riding on the wave of emerging technologies. 

John Dewey once said: "If we teach today's students as we taught yesterday's, we rob them of tomorrow." How relevant is this to the training and development of the current and future generation of students in our country and what role do Sector Education and Training Authorities (SETAs) play in this regard?

As the merSETA, we pride ourselves in being leaders in closing the skills gap, and our success stories speak volumes in this regard.

Most recently, we partnered with Develop to Grow (D2G), a non-profit organisation in the Western Cape to establish a skills development programme for pupils from Grade 8

to 9. These learners dropped out of school for various reasons and we are now focusing on giving them a chance in life.

We simply cannot win the battle against skills shortages if we do not explore all avenues to ensure our learners reach the "finish line" and transition into higher education and training. As the saying goes: "If the plan doesn't work, change the plan but never the goal".

We have partnered with various TVET colleges to train apprentices, more particularly through the Centres of Specialisation (COS) under the Artisan of the 21st Century (A21) programme.



TAKING CARE OF OUR OWN IN 2020

With a new year comes new challenges and new health care needs. That's why we've put our health care plans under the looking glass to provide you with new and exciting benefits to help you take care of your own in 2020

ESSENTIAL members now have access to Network specialists and cover for 10 chronic conditions. We've also created a new wellness benefit to help you manage your health and diagnose any irregularities early

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taking care of our own



African co-operation

Written by Renai Moothilal, Executive Director of NAACAM

The National Association of Automotive Component and Allied Manufacturers (NAACAM) supports the recent trade and investment initiatives discussed between South Africa and Nigeria as part of the recently-concluded State visit between the two countries

The discussions included furthering trade and investment relations and the creation of a presidency-chaired Joint Ministerial Advisory Council on industry, trade and investment. Nigeria accounts for 64% of SA's total trade within the West Africa region.

The African continent imports approximately R8 trillion per annum and intra-African trade is about R1 trillion. This means there is about a R7 trillion trade deficit that Africa has with the rest of world.

Trade and industrialisation with the intent of intermediate and finished goods trade is therefore key. The auto sector fits the bill for both. Nigeria being Africa's most populous nation, together with a strong regional market, should be positioned as an assembly hub.

African government-led industrial policies are crucial and should work towards ensuring system coherence with other major regional producers, such as SA. This would support an industrialisation automotive pact, as seen in other large regional groups such as ASEAN.

It is important to ensure that appropriate institutions support the policy. Issues such as homologation, standards, intellectual property protection and border control are taken for granted in SA. Yet these are critical success factors for having functional auto industries in any country.

There are immediate opportunities to attract key aftermarket component industrialisation projects. NAACAM is assisting partner country governments develop work programmes to unlock these. Such activities include unpacking the partner country's component import basket and surveying the national car parc to identify components with high localisation potential.

We then help them understand the value chains behind such components to determine what needs to be in place to ensure a successful investment project, and also guide targeted support to potential component manufacturing entrants.

Such opportunities could be used to kick-start levels of manufacturing that have the potential to migrate to become OEM direct suppliers as the partner country's assembly base expands.

But overall, political will is key. Countries all over the world compete for the sector, so just having a big market potential will mean nothing if the policy frameworks are not in place and actively implemented. Key to this would be dealing with the import and sale of grey and used automotive products across the continent. 



NAACAM is a member of the African Association of Automotive Manufacturers, a private sector initiative aimed at supporting automotive industrialisation across the continent, and is currently led by Thomas Schaefer, Chairman and Managing Director: Volkswagen Group SA and President: AAAM

A look into electric vehicles and the aftermarket

The automotive industry is being impacted by various economic and social changes around the world. Increased urbanisation, a growing middle class, changing consumer preferences as well as technological advances are some of the forces shaping the automotive industry, especially in the aftermarket

The automotive aftermarket is growing rapidly. According to Stats SA, the sales of motor vehicle parts, accessories and other transport equipment increased by 3.6% compared to the previous year and it is predicted that this growth will continue. Used vehicle sales grew by 12.9% in the first quarter of 2019, compared to a growth of 8.7% in new vehicle sales.

Important developments in the industry will include vehicle connectivity, a growth in the sales of Electric Vehicles (EVs), shared mobility and ultimately, the deployment of self-driving vehicles. These will impact the vehicle industry and how aftermarket solutions need to be aligned to exploit new opportunities.

More EVs on our roads will result in reduced air pollution, lower travelling costs and lower maintenance and running costs. According to the EV Institute, EVs will boost automotive aftermarket sales as vehicles convert from fuel to electric engines. Additionally, repairs and upgrades to these vehicles, such as tuners and controllers, will need to be made.

In 2018 there were 867 EVs registered and in operation on our roads, and as technological improvements are made, adoption of EVs will speed up. Bloomberg forecasts that EVs will make up about 25% of new car sales globally by 2030.


It is a global truth that adoption cycles of new technologies speed up over time. According to the World Economic Forum, innovation adoption of took approximately 40 years in the early 1900s. This reduced to 20 years by the middle of the 1900's. Currently, adoption rates are approximately 15 to 20 years and technological advancement is moving at pace.

One of the major drawbacks in owning an EV today is the cost. An entry level EV priced at R500,000 at an interest rate of 12.5% would cost around R11,500 per month, which most South Africans can ill afford. Another deterrent is servicing, which is more complex for EVs than internal combustion engines. This means that the industry needs to upskill the labour force and retool the total value chain from the production of new vehicles to aftermarket servicing.

The IoT (Internet of Things) will connect vehicle owners with conveniently located workshops and aftermarket sales and service centers and providers will need to connect to the IoT ecosystem as a ticket to the game. A failure to innovate will be one of the single biggest threats to such businesses over the next 10 years.

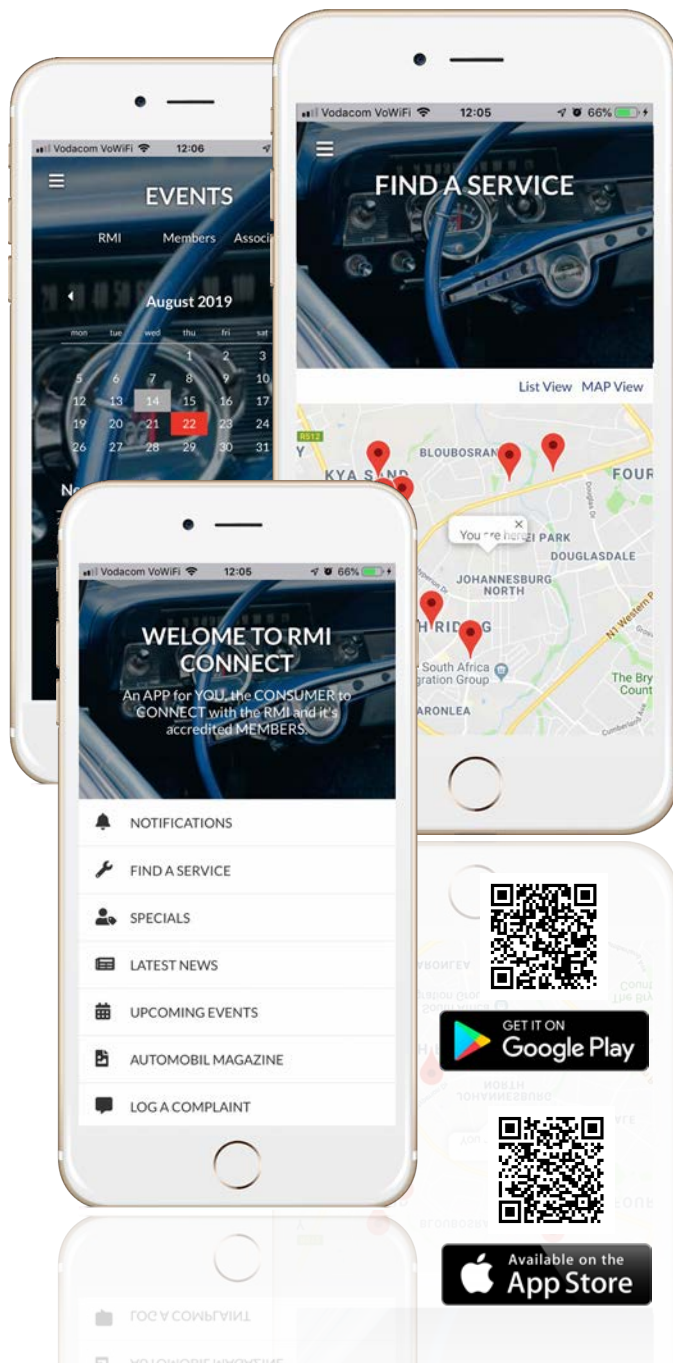
The winners will be those businesses that adopt new technologies that provide them access to data on their customers' behaviour. Access to data and the smart interpretation and application thereof will be key to successful customer relationship management and marketing, both essential ingredients of success.

Likewise, financial institutions will need to adapt and creatively solution the complexity that will come with funding and insuring businesses and consumers in this new world. This all augurs an exciting yet challenging future in the automotive industry.

Authors: Thamsanqa Letsoalo and Keitumetse Moagi (Wholesale, Retail & Franchise Sector, Absa) 

Motoring app connects car owners and service providers

Jakkie Olivier, CEO of the Retail Motor Industry Organisation (RMI), says for several years now there has been a call from the motoring sector as well as the motoring public for a quick and convenient way to find service providers



// In response to this we started development on an app several months ago and are pleased to launch RMI Connect – an app that connects consumers to accredited-RMI members,” he says.

“We have also included a section where motorists can log a complaint if they are unhappy with any element of the service they receive, or to report a supplier claiming falsely to be an RMI member,” says Olivier.


APP DEVELOPMENT

The RMI APP was envisioned in 2017 and Syber Grupe, a digital marketing design and development company, was appointed in October 2018. The team started the journey of creating the structure in 2018 and continued in 2019 with testing and changing the app and the Content Management System to be more effective.

“On 1 September 2019 the app was made available on the app stores while we continued look at administrative enhancements to streamline processes and integration of data,” says Amelia Nolte, Syber Grupe’s CEO.

RMI staff members have been trained to deal with any queries regarding the use of the app and can assist members in getting the most from the RMI’s latest development.

“RMI members are skilled automotive professionals who adhere to a strict code of conduct, so when using RMI-accredited businesses, consumers can be assured of value for money, competitive pricing, quality work and recourse for complaints. Our app takes the guess work out of locating a good partner for your vehicle care and will seamlessly connect you to your closest RMI member,” he concludes.

Note: In the case of Android phones, only version 7 and higher of the operating system are supported by Google Play Store and will have access to the RMI Connect app. 

RMI Connect

The RMI Connect mobile app is now available on Play and Apple stores for you to enjoy. Find an RMI accredited member now in your immediately vicinity. Search for any type of motor-related business and find the best member to assist you in your need.

Members now have access to all compliance documentation and value-added services that RMI has for their accredited members.

RMI share all their events with members and consumers. All the detail is available, enabling you to join us at the events.

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RMI provide consumers with the latest RMI news and the *Automobil* magazine on the RMI Connect App. Send us any complaint about our members so that we can ensure they are compliant.

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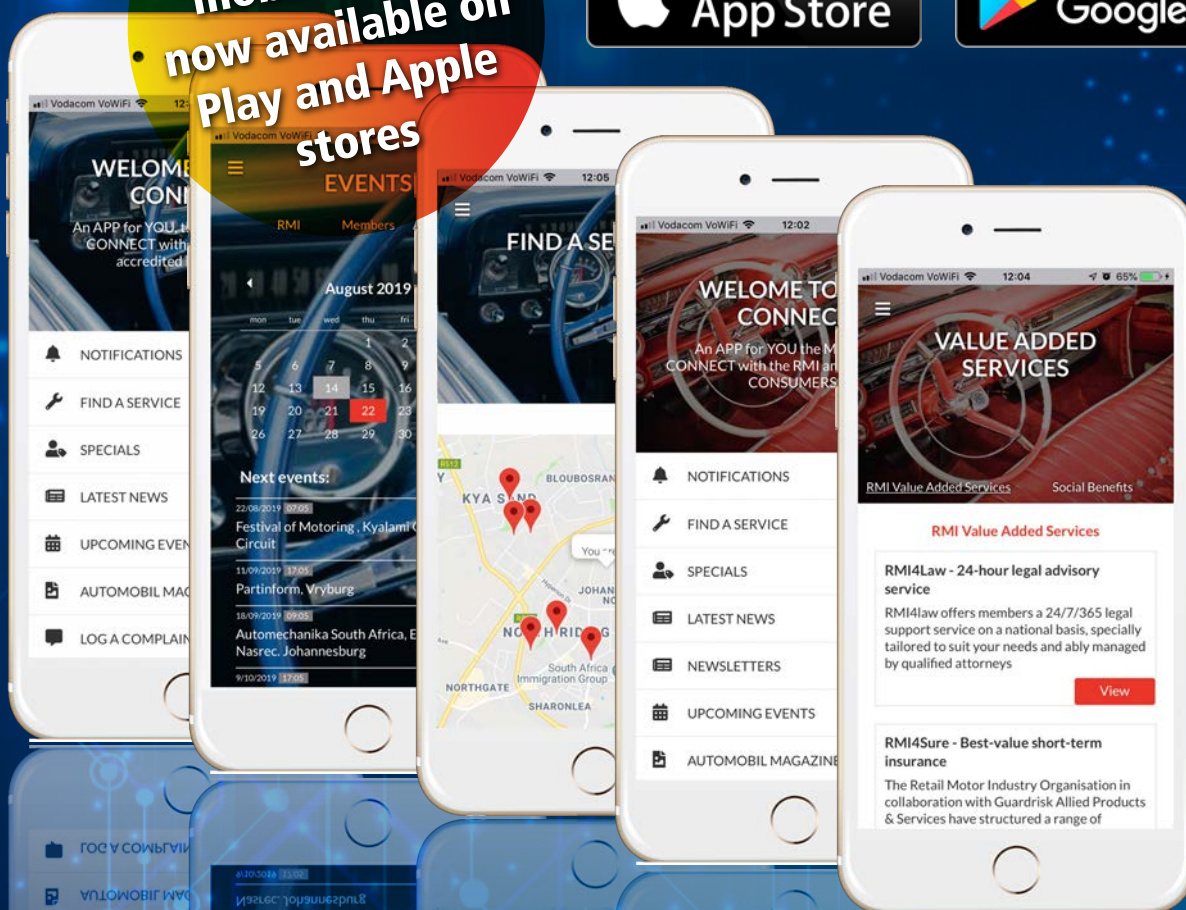
RMI Connect mobile app is now available on Play and Apple stores



Available on the
App Store



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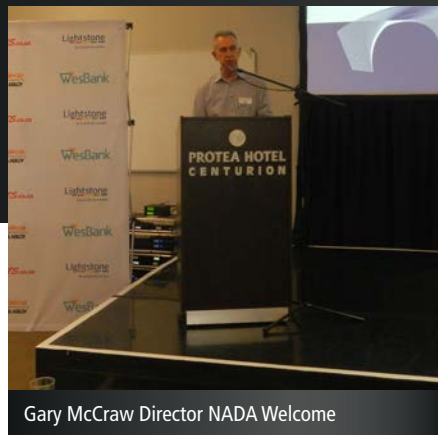


Please ensure that you are using the most up-to-date operating system on your device.

NADA inspires delegates



NADA's highly successful dealer performance roadshow provided attendees with ample food for thought



Gary McCraw Director NADA Welcome



Delegates



Panel Discussion



Greg Mason

The National Automobile Dealers' Association Dealer Performance Programme (DPP) is a platform for individuals within the automobile franchise retail dealership environment to engage on issues related to improving dealership performance.

"Now in its fifth year, the NADA DPP provides an opportunity for like-minded industry experts and franchise retail dealerships to network and participate in dialogue through relevant and challenging topics that have a direct impact on their businesses," says Mark Dommissie, national chairperson of the National Automobile Dealers' Association (NADA).

"Targeted at dealer principals, the NADA DPP combines a series of high impact national roadshows which take place in Gauteng North, Gauteng South, Durban and Cape Town. Its interactive

workshops, panel discussions and monthly communications contain important information for dealers to implement in their daily processes," adds Dommissie

The October programme was themed: Make Your 2020 Business Plan Work for You. Leading professional business planning consultant Greg Mason was the key note speaker.

He shared his expert advice for best practice for strategy development, goal setting in a fresh and unique method, leadership skills and guidance as to how to deliver an actionable and measurable business plan.

This was followed by a panel discussion involving respected Dealer Principals who shared the benefits of insights and effective business plans they have implemented in their dealerships. Robust discussion and audience participation was enjoyed by all.

Key take outs from the Gauteng North roadshow panel discussion were:

- While very little can be done to control the macro environment, dealers have the ability to control their own micro environment.
- Dealers encouraged each other to question certain instructions handed down to them by various stakeholders, align where possible and restructure accordingly.
- Panellists and delegates alike agreed

that it was time to become the disruptors and not sit back and face disruptors "eating their piece of the pie".

- An important message from one of the members of the panel, something he carries through to his team regularly, is "focus on what you do and do it with excellence".
- Be present, be involved and be engaged in your business, with your customers and your community.

"This round of the roadshow was timed perfectly as we enter the fourth quarter of 2019. Delegates left the venues feeling inspired and equipped with measures to implement the outcomes discussed and put the learnings into practice in their various dealerships," concludes Dommissie.

NADA is committed to uplifting and promoting the well-being of the retail motor industry, constantly investigating opportunities to improve dealers' performance, sales, processes and profitability. The Dealer Performance Programme includes two national roadshows per year and culminates in an annual national conference and Business of The Year award ceremony, which recognises excellence in the retail dealership space.

Sponsors of the NADA DPP programme are: Cars.co.za, Britehouse, Lightstone, NADA, Sewells Group-MSX International, traka ASSA ABLOY and WesBank.



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Automechanika Johannesburg 2019

The RMI was able to secure a 200m² stand for the Automechanika Show 2019. The purpose of the show stand was to highlight the re-focus of the RMI to the commercial interests of the membership. The stand was designed with the need to create interactivity with the visitors to the show from where the opportunity to engage further with the visitors was the goal



RMI received a silver award for its stand at this year's Automechanika show, by Messe Frankfurt South Africa.

The stand was comprised of three separate sections. In the middle section the RMI was joined by the MPEA, TDAFA, MIWA, ERA, ACRA, SADFA associations which provided an interesting display of products and services.

The second section was dedicated to an interactive display of diesel injector testing, supplied by MOTUS, and engines both new and rebuilt were supplied by Almo Engineering from Virginia in the Free State. This area drew an enormous amount of visitor interest when the Chev 4100 was started and revved. This was no normal motor!

Finally, the third section of the RMI stand was where the tyre fitment competition took place. This area was set-up by

Leaderquip to demonstrate the latest in ADAS systems and the latest in fully automatic tyre changing equipment, namely the Hunter Revolution machine.

The tyre changing competition was based on the use of the most basic of equipment such as would be used in an entry level fitment centre. The tyre changer was a Leaderquip Forte and the wheel balancer was the Mezzi balancer.

Most of the competitors were clearly used to using high spec machines and had to undergo an orientation on these machines. This allowed the competitors to all operate off an equal footing after practicing a few times on the equipment.

Once the competitors were ready, the timed testing was started. The competitors

were not limited in the number of attempts at achieving the best times and the improvements in times was dramatic as processes were adapted to suit the environment and the equipment.

The business owners were also on hand to provide moral support for the competitors and found themselves caught up in the excitement of the competition where they were pitting the virtues of their entrants against one another as well.

The winners were announced at 11h15 on Saturday 21 October (before the rugby!!). The top four competitors worked extremely hard to reach the fastest time of an unbelievably quick 1 minute 58 seconds. This is less than 2 minutes to deflate, strip, refit, inflate the tyre and also balance the wheel correctly.



The winning tyre fitters

Name	Time	Prize
1. Johannes Mputi	1:58	Fridge
2. Donavan Lourens	2:02	Flat screen TV set
3. Liberty Mamabolo	2:19	Microwave oven
4. Isaac Ramotebele	2:31	Bluetooth speaker system

The winning businesses where the tyre fitters are employed

Supa Quick Silverton	Les Richardson (1 st and 2 nd place)	He wins both a trip to Automechanika Frankfurt 2020, flights and accommodation as well as the Leaderquip Forte tyre changing machine.
Supa Quick Strydom Park	Bailey van Breda	Launch Pilot scan tool
Tyremart Randburg	Bailey van Breda	Weekend for two at any Premier Hotel

In conclusion, a lot of fun was had and all who participated welcomed the concept and look forward to the next opportunity to compete again in 2020. We would like to thank our sponsors for the support in the first, but not last, competition of this nature:

Messe Frankfurt

Leaderquip

Launch Diagnostics.

Messe Frankfurt Johannesburg



SAMBRA celebrates excellence

Short-term insurer Santam has won the prestigious SA Motor Body Repairers' Association (SAMBRA) Insurer of the Year award for the second consecutive year



Winners Equipment Suppliers Category



Winners Insurance Category



Winners OEM Category



Winners Paint Suppliers Category

Toyota SA received the top honours for all-round best OEM, Sikkens scooped the overall Service Excellence award in the Paint Suppliers category and Bosch took all three awards in the Equipment Suppliers category winning Best Training, Best Product Support and Overall Service Excellence.

The award ceremony took place in Johannesburg on 18 October at Emperors Palace as the highlight of the 2019 SAMBRA conference and honoured top vehicle insurers and OEMs, as well as paint and equipment suppliers, for excellence in service provision to SAMBRA members.

SAMBRA, a proud association of the Retail Motor Industry Organisation (RMI), represents the majority of

motor body repairers in the country. SAMBRA focuses on creating and maintaining industry sustainability and development and the annual awards evening is one of its flagship events.

"The annual SAMBRA Survey upon which these awards are based, was inaugurated in 2011 and each year since has monitored the business relationship between the insurance and motor body repair industry. It was subsequently expanded in 2015 to include OEMs, paint and equipment suppliers, each of which are vital stakeholders in the motor body repair industry," says Charles Canning, newly-appointed Chairman of SAMBRA.

The survey is independently collated and audited by Lightstone, the headline sponsor of the awards. The survey targets

the eligible 885 SAMBRA members nationwide to rate the insurers, OEMs and paint and equipment suppliers on the following factors: fair business practices, prompt payment, green practices, relationship satisfaction, quality of vehicle damage assessment and repairers' interaction with claims staff, payment speed, customer service, training programmes, product support and more.

"The survey results have become an important benchmark against which all partners evaluate themselves and their level of service to motor body repair businesses – and ultimately, the consumer. Its value is demonstrated by the unusually high response rate from SAMBRA members nationwide," says David Friskin, Master Statistician at Lightstone.



David Friskin, Chief Statistician Lightstone



Best Insurer 2019 Santam



Best OEM 2019 Toyota



Mark Groch, Robert Snook, Cindy Beets, Jeanne Esterhuizen, Richard Green and David Friskin



Overall Service Excellence Equipment Suppliers Bosch



Overall Service Excellence Paint Suppliers Sikkens

SAMBRA National Director Richard Green emphasised that the association's current focus was on fostering greater levels of cooperation and coordination between all players in the motor body repair industry, whether small and medium enterprises (SMEs) or large groups, insurance or other suppliers to level the playing field and prepare the industry for new technologies, thereby tackling one of the greatest threats to South Africa at the moment – unemployment.

"I would like to extend our congratulations to all our winners who continue to demonstrate excellence in their respective categories. They are a vital part of our value chain and I look forward to continuing discussions with each and every one so together we can work towards creating a more robust and innovative industry," says Green.

He concluded by thanking the sponsors, without whose support the evening would not have been possible. These included Lightstone (headline sponsor), Absa, Axalta, Solera Audatex, PartsCheck, Glasurit, RSB Autogroup, Gondolier and Cover Magazine.

SAMBRA AWARD WINNERS

Insurer Category	Winner
Service Excellence: 2019	OUTsurance
Green Practices: 2019	Santam
Most Efficient: 2019	OUTsurance
Best Payer: 2019	MiWay
3rd Place - Best Insurer: 2019	OUTsurance
2nd Place - Best Insurer: 2019	Old Mutual
Best Insurer: 2019	Santam
OEM Category	Winner
Communication Excellence: 2019	Toyota
Best Training Programme: 2019	Volkswagen
3rd Place - Best OEM: 2019	Audi
2nd Place - Best OEM: 2019	Volkswagen
Best OEM: 2019	Toyota
Paint Suppliers Category	Winner
Best Training: 2019	RSB Autogroup for R-M product
Best Product Support: 2019	RSB Autogroup
Overall Service Excellence: 2019	Sikkens
Equipment Suppliers Category	Winner
Best Training: 2019	Bosch
Best Product Support: 2019	Bosch
Overall Service Excellence: 2019	Bosch



Beautiful centre piece created by Blessing who lives in Soshanguve. He turns ordinary wire into art pieces and trains young men.



The future of the South African Motor Body Repair industry



Richard Green, National Director SAMBRA

Anyone currently active in the MBR sector, who has their head buried in the sand thinking they can continue to do business as usual, will probably be out of business in three years. This applies to each of the key players in the formal MBR sector including short term motor insurers; insurer intermediaries; OEM approval programmes; OEM and alternative part suppliers; paint and equipment suppliers and MBRs servicing that market

This was the opening message from Richard Green, National Director of SAMBRA at the 2019 SAMBRA Conference.

"Short-term motor insurance will see a rapid decline in intermediary participants. MBRs fear the increase in direct motor insurance, yet they are potentially more effective business partners than intermediary-driven insurers. Direct insurance models better suit our industry, as the current system is administratively ineffective and expensive.

"OEM approval programmes will remain an integral part of our industry, though the form may change dramatically. We must not lose the connection between our two industries. The connection is essential to ensure continued skills development – without it repair quality will suffer. SAMBRA will continue to focus on cost reduction of these programmes," says Green.

Green says for part suppliers, if OEMs wish to maintain the current part supply levels, they will need to seek more effective and production-efficient mechanisms. "The cost of premium vehicle parts is currently not sustainable and alternative parts manufacturers have already made significant inroads into the genuine parts market. Unless OEMs produce creative and effective alternatives, the erosion of their market share will continue. An additional impact is the increase in effective repair technology which allows MBRs to repair panels that were previously replaced.

SAMBRA'S right of lien will, in our view, negate insurers' parts purchase/payment strategy," says Green.

In the paint and equipment sector, more local production is a necessity as only a small percentage of paint and

equipment supplied to the MBR market in South Africa is locally produced.


Government needs to look at encouraging investment in this industrial sector. "South Africans can produce goods locally, supply our local market and import to the same international markets we currently buy from. Our OEM counterparts already do so.

"OEMs also need to encourage competition in the sector by approving a wider range of paints for application to their vehicles," says Green.

The MBR industry will need to regroup, regain sector independence, focus on production efficiencies by developing skills and utilisation of best available repair technology to maximise profit margins. "We owe our customers the best possible level of repair quality and service, and we owe ourselves the correct levels of ROI by declining to work at unsustainable rates; by securing working capital by exercising our right of lien and by eradicating the senseless invoice discounting practices," says Green.

"An industry built on a foundation of exclusionary business practices will either collapse or change dramatically and forever. Qualifying accredited MBR businesses have been precluded from gaining access to market mainly through protected minimum membership of some OEM approval programmes and almost every insurer supplier listing. This cannot continue."

A fair, unrestricted and competitive business environment in the MBR sector will grow small businesses and stimulate employment.

"Business growth won't happen in the large MBR business sector. I believe the real growth opportunity lies in the small business sector that can remain agile in service offering, and will, in future, be multi-faceted under the same 'roof' focussing on Non Structural Repair (NSR) MBR work and allied services," concludes Green. 

Time for motor repair industry to 'get efficient' about ESD



Dineshan Moodley, AIDC; Dionne Kerr, Siyakha; Richard Green, SAMBRA; Tsholofelo Moemi, SEFA and Ithumeleng Mojafi, Sumitomo Rubber SA

An industry with the spending clout of the automotive industry ought to be doing a great deal more regarding enterprise and supplier development (ESD), delegates heard at the SAMBRA Enterprise & Development Conference on 17 October 2019 at Emperors Palace.

Opening the conference, which was hosted in partnership with Siyakha, Richard Green, National Director of SAMBRA urged an end to the "substantial inefficiency in use of funds" within the industry's ESD spend, currently happening primarily due to inadequate collaboration within the industry. "We need to develop efficient, collaborative mechanisms among all key role players in the motor body repairers' industry, including ESD funders, so as to ensure not a single cent is wasted of the available funding," says Green.

Sustainability of MBRs and their contribution to the South African economy was further explored by speaker Dionne Kerr, CEO of Siyakha Implementation Partners. "If we look at what MBRs consume in terms of spray-paint booths, machinery and equipment and more, much of which is imported, why are we not looking at local manufacturing or repairing instead of importing? In addition, rather than successful South African businesses looking to expand into foreign markets like Australia, why not commit to the local market which we at least all know how to navigate? In an economic downturn one needs to emphasise becoming more innovative in order to grow. There is a plethora of government funding available to grow our market rather than somebody else's – we should use it," she concludes. 

Welcome new leaders




Richard Green, National Director SAMBRA with Chairman, Charles Canning

Cape Town-based Charles Canning has been appointed National Chairman of SAMBRA, and Border Regional Chair, Bruce Cumming has been appointed National Vice-Chair.

Neither gentlemen are strangers to the MBR sector. Canning has spent the last 27 years in the industry. He is a third-generation family member in a highly successful family business, Cannings, and is passionate about the industry. "I love the satisfaction we bring to clients when a traumatic experience has been resolved. I really enjoy watching my staff making the world a better place, one repair at a time. This business has been built on honesty, integrity and sustainability and those are the qualities we need to entrench in all our members."

Similarly, Cumming comes from a long line of collision repair history of three generations manning the Gordon Cumming body repair shop. The original downtown body shop was founded by Gordon Cumming in 1950, and is one of East London's oldest family business operations in collision repair. Today the Cumming family operates one of the most modern production facilities in South Africa. It's the result of 65 years of hard endeavours in the body shop business. Like Cannings, service, quality and integrity form the foundation on which Cumming and his family have built their brand.

As Chairman, Canning is determined to take the association back to the members in the trenches. "I think that for a long time it's been out of reach of the members. Our members want to see tangible things – we want to take SAMBRA back to the members and we want them to really start seeing tangible value from SAMBRA," he says. He acknowledges the industry is tough out there. "We are in a completely overtraded sector in a poor climate; there are too many barriers for entry for shops to function and provide services and the shortage of skills is a real issue, as is the retention of talented staff."

Cumming is equally passionate about correcting the skills shortage and believes strongly in the value of apprenticeships. He is also a strong supporter of buying local. His shop currently has nine apprentices and will be taking in a further 15 at the end of the year. "It's a big investment but so necessary if we are to grow the industry." 

ASSOCIATION OF THE MONTH

INTRODUCING THE SAMBRA NATIONAL EXECUTIVE COMMITTEE

NAME	COMPANY NAME
REGION: WESTERN CAPE	
CHARLES CANNING (National Chair)	CANNINGS
CARL WEBB	AUTO MAGIC - BLUE ROUTE
REGION: EASTERN CAPE	
MARK LIPPSTREU	DENYS EDWARDES
ZANE STAFFEN	BOUCHERS AUTO REPAIRS
REGION: BORDER	
BRUCE CUMMING (National Vice Chair)	GORDON CUMMING BODY REPAIRS
KUBESHNIE NAIDU	STAR CENTRE
REGION: SOUTHERN CAPE	
JAN G KACHELHOFFER	AUTO MAGIC - GEORGE
REGION: KWAZULU-NATAL	
SEAN FLANAGAN	FLANAGAN'S PANEL BEATERS
DEV MOODLEY	FINESSE PANEL BEATERS CC
REGION: BLOEMFONTEIN	
BERTIE REICHERT	DENT DOCTOR AUTO BODY EXPERT
RYAN OOSTHUIZEN	HARRISMITH PANELBEATERS
REGION: GAUTENG	
MARCEL VAN RULER	AUTO MAGIC - ROODEPOORT
DEAN COETZEE	GLOBAL AUTOBODY
REGION: PRETORIA	
ANNELIE KRUGER	CARTY CARVENIENCE
SANTIE BOSHOF	B B AUTO BODY REBUILDS
REGION: POLOKWANE	
ELIZABETH HATTINGH	J E AUTOBODY
REGION: MPUMALANGA	
LOURENS SCHEEPERS	MP AUTOBODY CC
ZAHEER CARRIN	PRESIDENT PANELBEATERS
REGION: NELSPRUIT	
WAYNE AINSLIE	EAST VIEW BMW

In tribute to Jeanne Esterhuizen




Jakkie Olivier, CEO RMI with Jeanne Esterhuizen, President RMI and Richard Green, SAMBRA

Jeanne Esterhuizen has stepped down as National Chairperson of SAMBRA after seven years in the position.

The NEC officially thanked Esterhuizen for her incredible leadership over the last seven years at the SAMBRA conference at Emperors Palace. She has been an enormous asset, mentor and inspirational leader to the members and no THANK YOU is really big enough to acknowledge her huge contribution.

Under her tenure, membership grew from a post-breakaway level by over 30% which was largely as a result of her tremendous leadership during that phase. Esterhuizen steadied the ship during trying times and ensured SAMBRA grew once again and took its place as the pre-eminent MBR association in South Africa.

Esterhuizen currently holds her position as the RMI President and is now applying her substantial skills as the newly appointed CEO of Cellette SA. The entire SAMBRA NEC wishes Jeanne well in her new corporate challenge and will value her ongoing contribution in the RMI. 

Understanding your business revenue

The global collision industry comes down to three words: change; challenges and opportunities.

Years of experience in an industry that doesn't exist anymore doesn't help one make the changes required. This is unprecedented territory we're going into. The technology of cars is seeing massive change, beyond anything we have seen before, and your customers in the millennial age-bracket will expect you to be able to repair cars made of new materials.

This was the advice to delegates from Robert Snook, CEO of Business Success Global, a multi-site motor body repair group that was this year recognised 'the best in the UK'.

According to Snook there has never been a better time to be in the collision repair industry – because of the opportunities arising through consolidation. "There's a five-year window, and the clocks have already been ticking for two or three years. Therefore, if you haven't started already you need to do so today if you wish to emerge among the survivors," said Snook.

Snook cited some global examples of consolidation. North America for example, has already seen huge consolidation, with just four consolidated firms (some with 1,300 body shops) emerging backed by major venture capital firms. The UK too is dominated by two massive groups. He said there is also an evolving change in mind set. In Bahrain, its national insurance company arrived at a conference and decided the 300 suppliers it had were unsustainable and consequently reduced that number to 30 'partners' who now do as much work as the 300 suppliers




Robert Snook, CEO BSG, Jeanne Esterhuizen, President RMI and Richard Green, National Director SAMBRA

before. Similarly in the entire Middle East region a 'Meeting of Minds' group has been formed of insurers, MBRs, OEMs and suppliers to look at the same thing.

The key point is MBRs need to be led by business managers not workshop managers. The reality is that 83% of body shop owners and managers have no formal business qualification for running a business so one needs to be crystal clear in your market and brand yourselves as the leader in your niche - not second, third or an also-ran. "Offering extras creates positive energy - things the customer didn't ask for. They will never go anywhere else ever again," stresses Snook.

Final words of advice:

- In sales you can only sell two of three variations: Good, Fast and Cheap. Decide which two.
- If there's a problem in the workshop, don't look at the workshop but further up the revenue chain, at sales, branding or systems.
- Aim for high-profit, low-maintenance customers who walk out happy and come back to you every time, rather than low-profit high-maintenance customers.
- We have to unlearn what we know and learn what we do not yet understand. 



Plymouth 37 wows onlookers

Seun and Andre Van Rooyen share a special passion for cars. One of their restored cars, Plymouth 37, was on show at the MIWA Conference and was greatly admired by all who passed by




Now 82 years old, Seun still recalls how his passion for cars, and particularly bigger cars, started. "I was around eight years old when my mom sent me to the shops. I heard a V8 engine coming around the corner. It was a 36 Ford Roadster, maroon in colour with all the trimmings. As it passed me a second one came around the corner. I learned that two brothers owned the cars," he says.



When he got to Standard 8 (now Grade 10) his father encouraged him not to follow in his footsteps of working with his hands but to finish matric and go to University. Seun's response was, "Pa, ek wil a kar hé (Dad, I want a car)".

When he was 17 he bought his first car – a 36 Chev Roadster for £150 (around R300). "I drove it for a year without a license, being too young to get one. I was caught by the police so I had to sell the car."

Over the years Seun says he has always enjoyed interesting cars. He has had a 49 Ford and a 52 Mercury left-hand drive automatic. "I saw the 37 Plymouth in a panel beater shop. I went in to take a look and found it was running but wasn't being driven. In 2000, 20 years after I first saw it, I bought it for R22,000. It was running but looked like a 4x4. My son, Andre, and I worked on it together to restore it to what it is today. In January I have had it for 20 years," he says.

Andre is the owner of Rally Sport Motors in Industria North. Like his father, he specialises in restoring cars but also does full servicing of cars. 



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The various industry sectors are covered by **five chambers** within the merSETA:



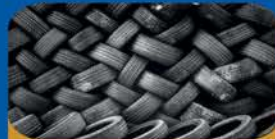
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Motor Retail &
Component Manufacturing



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HEAD OFFICE
merSETA House,
95 7th Avenue,
Cnr Rustenburg Road
Melville
Johannesburg, 2092

Tel: 010 219 3000
Fax: 086 673 0017

EASTERN CAPE
Pickering Park Office Suites,
14-20 Pickering Street
Newton Park,
Port Elizabeth, 6045

Tel: 0861 637 734
Fax: 041 363 0144

GAUTENG SOUTH
merSETA House,
95 7th Avenue,
Cnr Rustenburg Road
Melville
Johannesburg, 2092

Tel: 010 219 3000
Fax: 086 673 0017

**GAUTENG NORTH &
NORTH WEST**
Automotive Supplier Park,
30 Helium Road
Rosslyn Ext. 2
Pretoria, 0200

Tel: 0861 637 731
Fax: 0866 700299

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Ben Fleur Ext 11,
Witbank, 1040

Tel: 0861 637 735
Fax: 013 656 4629

WESTERN CAPE
Ground Floor, Simeka House,
Farm 2, Vineyards Office Estate,
99 Jip de Jager Drive,
De Bron, Durbanville,
Cape Town, 7550

Tel: 0861 637 732
Fax: 021 914 8131

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LEADERS IN CLOSING THE SKILLS GAP

Women of note

During Women's Month, the RMI wanted to get to know a few remarkable women a little better



Thandeka Mobiyane
General Manager Imperial Technical Training Academy

Q: How did you get where you are today, and who helped you along the way?

A: My journey was never easy, coming from humble beginnings, born and bred in Soweto with very little means to survive. At a very young age my family made me believe that I was very intelligent; this has built my self-confidence and belief that I'm destined for success. My parents have been pillars of strength in times where I experienced life challenges. As I grew in my career, I met a number of mentors who identified my potential: Oupa Radise played a critical role in my growth and selflessly gave me opportunities to succeed in my career path; and Thandeka Mabija, who made me realise the importance of education in developing one's career. To date I

managed to complete an Honours Degree In Industrial Psychology, as well as a Masters Degree in Business Leadership.

Q: What have you learned about leadership, and mentoring others?

A: I believe leaders become great not because of their power, but rather their ability to empower others. I look for opportunities to inspire young talent. I believe that opportunities were created for me to be where I am, therefore I always reflect and create opportunities for others to grow and prosper. My passion for development and building leadership capabilities at Motus Corporation is evident in setting up successful leadership programmes such as the Executive Development Programme through Henley Business School as well as the Women in Leadership Programme through Gordon Institute of Business Science.

Q: How do you achieve work-life balance?

A: As a mother of three, this is extremely difficult to achieve. I work hard to get things done and will put in extra time when required. I, however, do not compromise time required to spend with family when I have an opportunity to do so. I often switch off completely from work and focus on my family during holidays. I am fortunate to have a strong support family structure to ensure that the well-being of my children is prioritised.

Q: What advice would you give to young women in South Africa who want to succeed in the workplace?

A: Anything is possible to achieve if you are passionate and set your mind into it. Education is the integral basis for success and will always be a key to open all doors to a great future. As women it is imperative to accept and understand that we are different from men, however we should never let our gender differences be a stumbling block to our growth.


Q: How do you push through your worst times?

A: I always turn to prayer during worst times. I believe times and seasons are never constant but God always gives me hope and courage to continue thriving no matter how difficult the situation can be. Through God I have learnt to be resilient.

Q: What are your success habits?

A: I strongly believe that the first step in getting somewhere is to decide I am not going to stay where I am. Every day and every situation is a learning curve for me. I always use the learnings from my life experiences not to repeat the same mistakes.

Q: What motivates you to get out of bed in the morning?

A: I always look forward to making a difference in people's lives. I believe that everyday provides an opportunity to help someone. It is important to help others as God may just be answering a person's prayer through you. 

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GREAT ENGINE PROTECTION

Specialist model car repairs

Christo Prinsloo lives in Aliwal North, Eastern Cape. By day he works at a local VW workshop but by night he imports parts for model cars and restores models from his at-home workshop

He says he should have been born with wheels instead of legs because he loves cars so much "In 1983 I won a trip to Germany through VW. I went to visit factories and generally in the reception areas there were model cars on sale. I bought a few and sent them home. This was the start of my model collection," he says.

He then asked the factories whether the models could be sold through the parts department at repair workshops. They agreed and so he started importing a few. People bought them.

"In 1996 I had a heart attack and was booked off work for three months. During this time I started repairing models at home. I read about a guy, Steve, in the UK who was producing parts for models so I got in touch with him. He was unfortunately retrenched so went into the parts producing business full-time. My first order of parts cost £10," recalls Prinsloo.

He then moved to Aliwal North and the local people started asking for parts and repairs.

"The local farmers had played with model cars when they were kids and the cars were in bad shape. I started ordering once a month from Steve in the UK and obviously the bulk orders reduced the price. I now have a website, www.spielplatz.co.za, and people from all over the country place orders."

Prinsloo says he often receives models in pieces and has to strip, repair, paint and put them back together. "It is so rewarding seeing the finished product. It is a great hobby," he says.

He has over 1,000 models in his collection.



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Further investment in Hiace Ses'fikile plant

Toyota South Africa Motors (TSAM) has made substantial enhancements to the local production of its popular Hiace Ses'fikile model, by increasing the local value addition. This was facilitated by a R454 million investment in the bespoke production facility in Durban



Minister of Trade, Industry and Competition Ebrahim Patel and Toyota South Africa's CEO Andrew Kirby.

// In terms of the South African Automotive Masterplan (SAAM), local automotive value addition needs to be exponentially increased. TSAM is committed to support the SAAM and has therefore proactively increased the local value addition of the Hiace Ses'fikile from 38% to 44%. This localisation has added R422 million per annum local value addition to the economy. Even more encouraging is the fact that we've been able to create an additional 80 jobs in the process," says Andrew Kirby, President and CEO of TSAM.

The latest contribution places TSAM's total investment in the Hiace plant at over R1 billion since the initial investment in 2012. In 2012 TSAM switched from importing the Hiace Taxi as a Complete Built up (CBU) to a Semi Knock-down (SKD) vehicle,

and in 2015 to a Complete Knock-down (CKD). Since the introduction of the local manufacture of this product volumes have increased from 9,300 units to 14,000 units per year, which equated to an increase of 37%.


"The most recent increase in demand to 15,000 units per annum has given us this opportunity to deepen our localisation, which will allow us to improve affordability over time," says Kirby

This investment of nearly half a billion rand by TSAM is another major vote of confidence in the capability of the South African automotive industry and the KwaZulu-Natal economy. Manufacturing is the largest contributor to economic output in the province, supporting more than 350,000 direct jobs.

TSAM participates in Social upliftment programmes.

"The first of these is the Safe2School, Safe2Home project focusing on improving the safe transport of learners travelling by minibus taxis to school. This initiative is one that I am personally passionate about, in that the taxi owners, drivers, parents and teachers will be better educated on road safety," says Kirby. "This initiative, together with the eThekweni Transport Authority and Global Road Safety Partnership (South Africa), will impact 120 taxi drivers and operators within 24 schools and approximately 6, 800 learners.

The second is a tailor-made Taxi Education Programme, with the expressed aim of empowering taxi operators by providing them with business, leadership and entrepreneurial skills. About 600 taxi operators nationwide have already participated, with 645 planned over the next two years.

TSAM also announced the start of its export operations to support local assembly of Hilux in Kenya. TSAM is embracing the direction of local assembly, and has invested close to R20 million for the establishment of its packing plant to support this knock down business. The essence of manufacturing as intended under Automotive Production and Development Programme (APDP) remains intact. There is no change to the value addition and employment has, however, with employment increasing by 20 additional people. Customers in Kenya will benefit by being able to buy their vehicles at a more competitive price. 



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Negotiating through emotions

How to convey your feelings – like anger and anxiety – when you are negotiating and how to use it to your advantage. Ross van Reenen explores how mindsets and emotions could impact the way people overcome anger and anxiety and in the process, reach agreement with the opposing party

If there is one reality – amongst many, many others – in business, it is the fact that any business owner or individual will at some point in time be involved in negotiations; whether to buy a car, get a raise in salary, wage negotiations or buying/selling a business between the day-to-day demands of running a successful business.

Before 'Negotiating' became part of the MBA programme in most business schools, I insisted in running a short course in between the other modules for my MBA students, which was hugely popular. I realised, firstly as a businessman and secondly as an academic, that it was imperative to have at least a very basic narrative of what negotiating is about, and the significance and importance of some of the very basic elements like:

1. anxiety,
2. anger and,
3. the handling of disappointment and regret.

Research has shown that 'effective negotiation is 90% attitude and 10% technique.' The importance of Emotional Intelligence (EQ) cannot be emphasized strongly enough.

But, let us start with 'managing anger and anxiety ...'

Like anxiety, anger is a negative emotion which is mostly directed at someone else or an opposing party. Apart from the challenge of keeping irritabilities and tempers in check, some negotiators

believe that anger can be a constructive and productive emotion which will enable them to get a bigger slice of the pie. This of course is a zero-sum approach and they will view the negotiating process more as competitive than collaborative as they seek a desired-outcome.

Alison Woods Brooks, an assistant professor at Harvard Business School teaches the executive and education curricula for MBA students and in conjunction with Maurice Schweitzer in 2011, they explored the impact of anxiety on negotiations. Very interestingly, they found that of the emotions – when dealing with a stranger and negotiating for a higher salary – anxiety was the dominant emotional expectation, but when negotiating for a car, anxiety was second to excitement.

Anger, as many people believe, makes one seems stronger, more capable and more powerful and better able to succeed in their personal quest for glory in the negotiating process.

A body of research, headed by Keith Allred, a former faculty member at Harvard's Kennedy School of Government, documents the consequences of feeling anger while negotiating. This research shows that anger often harms the process by escalating conflict, biasing perceptions and making standoffs more likely. Despite these findings, it is alarming to witness people continue ardently seeking

advantage in this harmful strategy. Some negotiators even fake anger.

Research by Rachel Campagna at the University of New Hampshire shows that false representations of anger may generate small tactical benefits but also lead to considerate and persistent negative outcomes. Faking anger creates authentic feelings of anger, which in turn will have the diminishing effect of trust amongst the parties.

Handling disappointment and regret will always be a challenge between the parties as one party will inevitably feel that they achieved a mix of wins and losses. Negotiations can easily be viewed in binary or dualistic terms – you either win or lose.

Research shows that participants can feel disappointed in the process. Disappointment differs from regret. The latter is more an effect of sadness about the outcome, which can then lead to thoughts about 'how things could have gone', which then leads to disappointment.

Great negotiators achieve great deals for themselves and leave opponents with the feeling they too got a good deal, although the truth may be different.

An article by Alison Wood Brooks in 2015 showed that until 20 years ago, few researchers paid much attention to the role of emotions in negotiating – how feelings

can influence the way people overcome conflict, reach agreement, and create value when dealing with another party.

Instead, negotiation scholars focused primarily on strategy and tactics – particularly the ways in which parties can identify and consider alternatives, use leverage, and execute the manoeuvring of offers and counteroffers. Scientific understanding of negotiations also tended to hone in on the transactional nature of working out a deal: how to get the most money or profit from the process. Even when experts started looking at psychological influences on negotiations, they focused on diffuse and nonspecific moods – such as whether negotiators felt generally positive or negative, and how that affected their behaviour.

Moshe Cohen, a senior lecturer at Boston University's Questrom School of Business, says you can't take the emotion out of a negotiation. After all, negotiations revolve around conflict, risk, and reward – which are inherently emotional. Instead of sidelining your feelings, understand them. Cohen explains how to understand your triggers and use your emotions and those of your counterparts to your advantage.

There's this phrase in business, you've heard it before. 'Leave your emotions at the door.'

The idea being that in the competitive world of companies and corporate ladders and the ruthless marketplace, you get ahead by being rational. By seeing the situation for what it is, and not letting your emotions get in the way.

Cohen goes further and say that "at some point all negotiations involve conflict. Conflict makes people very, very uncomfortable. All negotiations also involve risk. You push too far, you might damage a relationship. You push too far, you might end up with nothing. You don't push far enough, you give away a lot of value and figuring out where the line is between pushing enough, but not pushing too much, again anxiety-provoking for people."


Take an example he says, "I'm going to negotiate with my boss. The story I might be telling myself is that my boss has all the power here. My boss can fire me. I can't fire my boss. My boss has been at this company for 20 years. I've been with this company for one year. And I think my boss is the powerful one."

So, then why is my boss negotiating with me? Yes, my boss has power, but I also have power. I have the power to leave. The reason the company hired me is because I provide a service and possesses 'specific-needed' skills. I meet some need that the company has. So, very often the problem is with the story or narrative isn't that they're wrong, but that they're incomplete.

Now, depending on whether your stories are more optimistic or pessimistic, they're going to send you in different directions when it comes to the negotiation. And that's the key point: your stories are a choice. A really healthy way to look at narratives is that you own your story. There's what happens to you and then there's your experience of what happens to you.

And your experience of what happens to you is largely driven by the story that you tell yourself about what happened. So, what's the story that you're telling yourself? Now, like anything else when it comes to emotions, learning to master your stories start with understanding what your stories are. It begins with self-awareness. Because if you don't know what your story is then you become a victim of your story.

So, in the closing stages, you end up missing out in both aspects in that you don't build up relationships, you don't get your outcomes and what you're left with is a situation where you see other people get promoted ahead of you where you really deserve it, but they asked for it and not you.

A key factor for success future negotiations, is to work extremely hard in preparing your emotional approach, think about it consciously, same as you would prepare your strategic and tactical moves. 





What goes in must come out

A look at the exhaust system

There is a major difference between an unblown engine's intake system (discussed in the previous issue) and the exhaust system. In the intake the mixture has to be sucked in, but in the exhaust system the gas initially rushes out due to a pressure difference between the space above the piston and the atmosphere but later it is forced out at a considerable pressure by the upwards-moving piston. This is the reason why exhaust valves are often smaller than intake valves

The exhaust valve is usually timed to open when most of the energy in the high-pressure combustion products has been transferred to the piston. This usually happens when the crankshaft arm is about 60 to 40 degrees before bottom dead centre (BDC) on the power stroke. At this stage the pressure above the piston in a petrol engine is between four and five bar (one bar = 100 kPa) and the temperature is about 700 degrees Celsius. The pressure in the exhaust pipe is close to one bar with the result that there is a pressure difference of between three and four bar that causes the exhaust gasses to rush out quite fast at first but slowly later on. This causes a sudden drop in temperature.

The timing of the exhaust valve opening is critical. If it opens too early – when there is still a significant amount of pressure above the piston – some energy will be lost. If it opens later in order to capture as much energy as possible then there may be so much residual pressure above the upgoing piston on the exhaust stroke that the engine will have to waste precious energy to move the piston. The situation is similar to the valve timing problem that occurs in the intake system. The fact that gas has inertia will ensure that the maximum energy transfer will only work at one particular engine speed at full throttle and less efficiently at smaller combinations of throttle openings and engine speed. Some modern engines are equipped with variable valve

timing even on the exhaust camshaft that will modify the timing to suit changing operating conditions.

The exhaust stroke proper starts when the piston passes bottom dead centre and start to move upwards. The exhaust valve should by now be fully open but it remains a restriction in the path of the flowing gasses. Once the stream of gas passes the head of the valve there is another restriction in the form of the silencer and the catalytic converter. The exhaust valve doesn't close exactly at top dead centre because the spent gases are still rushing out. However, the closing process starts soon after top dead centre and this takes about 25 crankshaft degrees



because the camshaft lobes are designed to open and close valves gradually to reduce noise and wear.

In most engines the intake valves in the same cylinder are already open (see previous issue) and this so-called valve overlap means that the incoming mixture and the outgoing exhaust gas can interfere with each other. At idle, where the small throttle opening creates a low pressure, and the low engine speed increases the time that both valves are open, some exhaust gas may enter the intake manifold and consequently end up in the combustion chamber, where it is not welcome. Intake mixture may also sometimes migrate directly into the exhaust manifold, where it can poison the catalytic converter. This means that the valve overlap has to be configured with care.

In the 30s, engine tuners discovered that the intake manifold runner lengths, the valve overlap, and the exhaust manifold runner lengths

can be combined in such a way that the exhaust gas can aid the entry of the intake gas in order to improve volumetric efficiency. A brief explanation would be that every time an exhaust pulse reaches the atmosphere it causes a pulse at atmospheric pressure to travel back up the exhaust pipe. If this reaches the exhaust valve soon after it starts to open the lowering of pressure will speed up the flow of exhaust gas. This can happen only at a certain engine speed and this will depend on the dimensions of the exhaust pipe.

Engine designers choose the intake and exhaust valve sizes very carefully after studying a new layout on a so-called

flow bench to maximize the air flow. This is not easy due to the increase in compression ratios that we have seen during the last 10 years that has reduced combustion chamber volumes. It's interesting to note that the mass of material entering the engine must be the same as the mass leaving the engine while the pressure difference across the intake valves of an unblown engine is less than one bar but the difference across the exhaust valves is three or




four times higher. In most engines the total exhaust valve area is therefore smaller than the total intake valve area.

Exhaust gas temperatures, measured in the exhaust manifold, change very quickly when the operating conditions change. I once drove a car fitted with a thermocouple that measured the temperature and found that any change in throttle opening had an immediate effect on the temperature to such an extent that I was hesitant to go fast. During normal operation on an unblown engine the temperatures vary from 300 degrees Celsius at idle to 500 or 600 degrees Celsius at cruising speeds but it can go up to 900 degrees Celsius at maximum power output. This temperature is about 200 to 300 degrees Celsius lower than the temperature of the gas above the piston at the moment that the exhaust valve opens. The sudden drop is due to the cooling effect of the gas expanding when it's released from the confines

of the cylinder. These temperatures are affected by the load on the engine as well as the engine speed, the fuel/air ratio and the ignition timing.

In a diesel engine the exhaust gas temperatures are on average between 100 and 150 degrees Celsius lower due to the high compression ratio employed. This results in a high expansion ratio on the power stroke that has a considerable cooling effect. The lower overall mixture strength on a diesel also plays a role in keeping the temperature down. Each little flame burns at a similar mixture strength as will be found on a petrol engine, but the fact that diesel fuel has to burn in air (not in a mixture) means that at low power demands a diesel combustion chamber will get very few drops of fuel to burn and the overall air/fuel ratio can be as low as 18:1.

When a supercharger (driven by the engine) or turbocharger (driven by the

exhaust gasses) is utilised to increase the engine's output, then the exhaust gas temperatures will rise in proportion to the extra power being developed. However, there is an additional slight increase in exhaust gas temperature when a turbo is fitted due to the small back-pressure created by the turbo. This will reduce the initial pressure difference between the opening exhaust valve and the exhaust manifold so that the normal temperature drop at this stage will be less. Exhaust gas recycling (EGR) will have the opposite effect. Some of the gas in the exhaust manifold will be transported to the intake manifold and the change in pressure drop will have a slight cooling effect. 

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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Electric vehicles in Transport Month

October in South Africa was Transport Month, during which time public and private stakeholders reflected on ways to improve the country's transport, which serves a large population by road and rail. The South African National Energy Development Institute (SANEDI) reflects on the rise of electric vehicles (EV)



"SANEDI strives to implement 'cleaner mobility solutions', focussed mainly on cities and other niche markets. SANEDI and United Nations Industrial Development Organisation (UNIDO) are collaborating on a Low Carbon Transport Project in South Africa. Together with the dti, we work on the alignment of policies that inform the introduction of alternative modes and alternative energy for transportation," explains Barry Bredenkamp, General Manager for Energy Efficiency at The South African National Energy Development Institute (SANEDI).

"With the City of Johannesburg and eThekweni Municipality, we support the development of non-motorised transport (NMT) plans and installation of charging infrastructure for EVs. We also support other cities to plan their green transport initiatives and developments and work with the Department of Transport on the NMT and Green Transport strategy documents.

"Together with national government and industry stakeholders, SANEDI and uYilo Electro-Mobility Technology Innovation Programme have been instrumental in establishing the Electric Vehicle Industry Association (EVIA). uYilo has also invested millions of Rands in support of local public charging infrastructure technologies, through its uYilo Kick-Start Fund."


EV usage increases slowly

Around 1,000 EVs have been sold in South Africa to date, indicating a 167% increase since January 2018. However, the pace is much slower than in other parts of the globe. In 2018, around 1.6 million EVs were sold in the US, Europe and China collectively. China is the world's leader in EVs, according to the International Energy Agency (IEA). The China Association of Automotive Manufacturers stated in April 2019 that its sales of battery electric vehicles had risen 83% on a year-on-year basis. Sales of plug-in hybrid vehicles had risen 91% over the same period.

Research firm TrendForce predicts in the Global Automotive Market Decode for Q1 report that electric vehicle shipments will reach 5.15 million in 2019, representing year-on-year growth of 28%.

"Public transport is a necessary and unavoidable expense for 40% of South Africa's commuters, as they are unable to afford private transport. This compares to 38% who use a private vehicle, 21% who walk and 1% who use other forms of transport. Overall, 67% of those who utilise public transport choose to use minibus taxis, 20% use buses and 13% use the trains; 70% of learners and 68% of workers use minibus taxis to commute.

"The Department of Transport's Green Transport Strategy 2018-2050 has 10 pillars that define exactly what needs to be done. The strategy is placed under Integrated Transport Planning because benefits will be integrated. One pillar suggests using alternative fuel sources where possible, for example compressed natural gas (CNG), which is already being used in South African buses and has been tried in Gauteng taxis. There is also the electric vehicles (EVs) concept, which is divided into two: there are full electric vehicles and hybrid vehicles."

"When one considers that the South African trains transport around 800,000 commuter trips daily, buses transport about 1 million commuters a day, BRT 120,000 a day and minibus taxis do over 15 million commuter trips daily, the need for green mobility solutions is critical," concludes Bredenkamp. 

Partinform visits Secunda

The Partinform Automotive Components Trade Show visited Secunda's Makoro Conference Venue in Mpumalanga on 9 October 2019. This once again showed the importance of promoting quality parts in the automotive industry

The Partinform show took place on 9 October 2019 at the Makoro Conference Venue in Secunda, Mpumalanga. Those present were provided with the opportunity to view top branded product on display by the various Partinform member companies. The representatives of these same companies were present at the display and readily answered all questions put to them by the visitors.

The competition for the visitors where the fastest finger wins in the automotive related quiz show brought about the usual amount of excitement for all present. The grand prize for which is an invitation for the winner plus 1, to attend the Partinform annual year end function on 15 November 2019. At this year's function the show winners will be




treated to a ride of a lifetime in a Ferrari Supercar on the "Red Star Raceway" outside Delmas. The sponsoring companies for this event in Secunda were Holts, SKF, Valeo and Brake Hose and Components.

Those in attendance on the evening experienced the importance of supporting only quality branded products which are supported by established companies who stand solidly behind the integrity of their



products and brands, to the benefit of the consumer. The RMI stand fielded numerous questions surrounding membership and the benefits thereof, as well as the role of the various associations and their functions in the industry and the workplace.

The Partinform yearend function is set to be an exciting day of fun and speed to be held at Red Star Raceway outside Delmas on 15 November 2019. 

If you need more information contact Charmsevents on 082 381 9026 or charmsevents@mweb.co.za

Bridgestone EMEA appoints Mete Ekin




Bridgestone has appointed Mete Ekin, current Regional Managing Director Middle East and Africa, to the position of VP Bridgestone Emerging Markets as of 1 October 2019. He will oversee Bridgestone Emerging Markets: Bridgestone EMEA's businesses in Africa, the Middle East, and

Russia. This move will ensure dedicated support to these important and growing markets and ensure seamless alignment with the strategic direction set out by Bridgestone EMEA's leadership to become a leader in mobility solutions.

Ekin has been chosen for this role following his earlier experience with the management of Middle East and South Africa and the integration into Bridgestone EMEA, and because of his deep knowledge of the tyre industry and the region. In his new role, Ekin will be reporting to Bridgestone EMEA CEO, Paolo Ferrari.

Managing Director Bridgestone CIS Region, Jeff Glover; Managing Director

Bridgestone South Africa, Jacques Fourie; and Mete's successor, the Managing Director for the Middle East and Africa, will all be reporting to Ekin in his role as VP Bridgestone Emerging Markets.

"This is an exciting move for us that comes at the perfect time," says Ekin. "Russia, South Africa, and the Middle East are all huge markets for Bridgestone with massive potential, and we can all benefit from each other's experience while drawing on the expertise of the mature European business. I'm looking forward to working alongside Paolo and his team in this new capacity as we continue to grow these regions and our EMEA business". 



Witness testimony

The success of any disciplinary matter rests heavily on evidence, whether it is in the guise of witnesses or documentary evidence. Evidence remains an essential element in achieving success of a matter and therefore it is vital to identify and secure the witnesses presenting such evidence. Witnesses should always be prepped properly. An employer will not easily convince the chairperson of a disciplinary hearing – or an arbitrator at an arbitration – that an erstwhile employee was in fact guilty

The investigation, preparation and initiating of a disciplinary matter is not as uncomplicated as one would ordinarily consider it to be. A complicated approach and concomitant careful planning are required to properly prepare for a hearing or arbitration. Apart from merits, preparation is the most important part of any process and the proverbial key to success. In instances where an employer would make use of witnesses, it should ensure that those witnesses understand the process and that they appreciate exactly

what will be expected of them whilst being conscious of the importance of their testimony for the employer's case. Naturally, although they give careful evidence, witnesses should not circumvent any aspect regarding the truthfulness of their testimonies.

Unfortunately, a decisive witness – or the proverbial star witness – in the initial proceedings, might, under different circumstances and in a different environment, testify detrimentally to the case of the

employer. Witnesses may disappear without warning before a very important hearing date; a once-reliable witness becomes hostile during the process; nerves, resulting in forgetfulness and fear, are all factors which may cause an about-face by witnesses.

In some instances, the employer only relies on a single witness testimony, and that in itself, should be concerning. There are circumstances where two or more employees may make themselves guilty of exact, or similar misconduct



in place to secure a positive outcome at the arbitration, ensuring that justice prevails.

When an employer intends to rely on documentary evidence, for example, an email or letter received from an individual, it would be prudent to have the author of the letter or email to testify as a witness. The authenticity of such evidence might be disputed, requiring the witness to attend the proceedings. Contrary to popular belief, despite being in possession of a written statement, the author is required to be present for testimony at the arbitration – should he not testify in that regard, it will be regarded as hearsay evidence, compromising the employer's case. Similarly, an intricate system utilised by the employer to conduct business, the operation and other detail of which is required to be explained, would require a relevant expert witness to be readily available to testify in regard such detail.


Familiarly, employers make use of a polygraph tests from time to time in disciplinary proceedings. In such circumstances, the relevant polygrapher will be required to testify on aspects of how the system works; the questions asked together with the results thereof.

In *De Beer v Trudon (Pty) Ltd (1994) 15 ILJ 1057 (LAC)* the Court referred to *the matter of Food and Allied Workers Union and Others v Amalgamated Beverage Industries Ltd (1994) 15 ILJ 1057 (LAC)* where it was held that one cannot rely on arguments only without presenting the necessary evidence. Arguments without evidence will be mere speculation.

Fortunately, there are certain remedies at the disposal of the employer in preventing some of the negative consequences following a witness's attendance. Although those are not infallible, they are certainly helpful.

If the witness that an employer will be relying on left its employment by

the time that the matter was set down for arbitration and took up employment with an alternative employer, the erstwhile employer may bring an application to subpoena the witness. Of course, this application will have to be done in accordance with the rules of the relevant forum and will be subject to witness fees. If the subpoena is approved by the forum and properly served on the witness, failure to be in attendance might result in a contempt, and the witness will be faced with very unfavourable results. The subpoena will also indicate to the arbitrator that the employer took all available steps to ensure the attendance of the witness, it might count in the favour of the employer towards mitigation of the outcome. When a witness, on whose testimony an employer had relied during the internal hearing, testifies at the arbitration, but changes his or her version, the representative can attempt to declare the witness as hostile.

Employers should give careful consideration to any and every disciplinary matter they face. Proper preparation will be the key in determining success. Employers should be vigilant, proactive and selective when determining who their witnesses will be. Witnesses are crucial and play essential parts in employers' cases because they present facts that are essential to the employers' matters and assist in painting a clear picture. 



and subsequently the one would testify against the other and *vice versa*. As a result of the testimonies, an employer would probably have managed to prove its case. The outcome of such a matter will highly likely be that of a dismissal, however, the victory might be short-lived. A referral of the matter by any one of the erstwhile employees to the CCMA or relevant bargaining council for arbitration may, in the event of dismissal of both employees, require the employer to procure one of the erstwhile employee's testimony in order to justify the dismissal at the arbitration. In those circumstances, it would certainly not be surprising if that person has disappeared or simply attend the proceedings as a hostile witness.

Employers are cautioned and sensitized in regard the possibility of these unfortunate circumstances. Proper measures should be put

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



Retentions and repudiations

What is the legal position of a motor body repairer who effected repairs to an insured's vehicle and subsequently discovers that the insured's claim was actually repudiated?

This is exactly what transpired in the matter of *McCarthy Retail Ltd v Shortdistance Carriers CC*. In this matter the court had to decide whether a motor body repairer had any claim for the repairs mistakenly effected to a truck of an insured party after the truck was damaged in an accident.

After the insured submitted a claim, the insurance loss-adjuster inspected the truck at the premises of the motor body repairer. During the trial proceedings the court found that the loss adjuster never gave any instruction to the motor body repairer to proceed with the repairs but that the motor body repairer

laboured under the bona fide but mistaken belief that he had. In believing that it had a contract with the insurer, the motor body repairer submitted its invoice. Shortly thereafter, the insurer repudiated the insured's claim. However, before the insurer repudiated the claim, the motor body repairer returned the truck to the insured.

The court was faced with a typical instance of necessary and useful improvements made to an owner's vehicle without a contract between the motor body repairer and owner.




The court found that the motor body repairer was a lawful occupier of the vehicle in that the insured placed it in his possession in the contemplation that the vehicle should be repaired, even though the insured did not itself instruct those repairs. The fact that the motor body repairer made a bona fides mistake in believing that the insurer had instructed it to repair the vehicle does not affect that position.

In comparing the facts of the case with the general requirements for an enrichment action, the court found that the insured was impoverished when his truck was damaged in an accident and had he not been insured he would have had to bear the cost of repair. Had the motor body repairer been contracted for the repairs, the insured would not have been enriched when the repaired truck was returned to him and he would have had to pay the agreed contract price. The insured was enriched by the receipt of the repaired truck without having to make any counter performance connected to that enrichment.

The court found it irrelevant that the owner of the vehicle was a policyholder with the insurer because it was not the fact of the insured holding an insurance policy which gave rise to the repairs. Instead the repairs were done as a result of the misunderstanding between the motor body repairer and the insurer.

Although the motor body repairer has given up possession of the vehicle voluntarily it could still institute legal proceedings. By voluntarily releasing the vehicle back to the owner, the motor body repairer only lost the right to retain the vehicle as security for the payment of the amounts expended on the truck.

The court found that the insured could be held directly liable for the amount with which he was so enriched. Furthermore, despite the motor body repairer having in good faith abandoned his right of retention, he could still recover his damages through an enrichment claim. 



Andries Stander is a director in the litigation department at Barnard Incorporated in Centurion.

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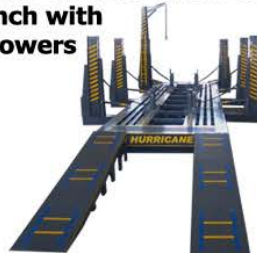
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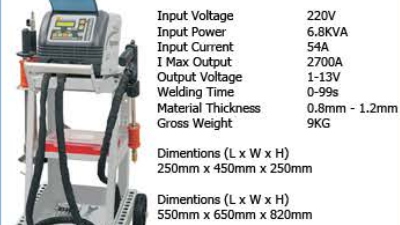
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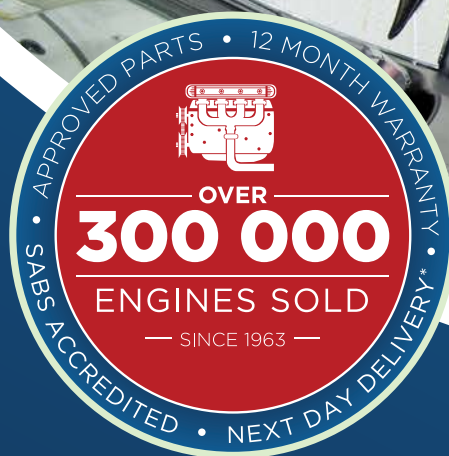
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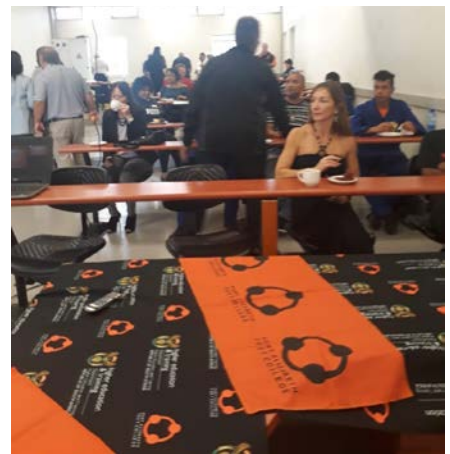


FEATURE

Training Feature

Centres of Specialisation aim to change the industry

The Centre of Specialisation (CoS) is an initiative of the Department of Higher Education and Training aimed at informing college differentiation, promoting quality teaching and learning, facilitating responsiveness and providing a model of implementing the QCTO trade qualification at Technical Vocational Education and Training (TVET) Colleges



Using industry partners, college learning is combined with hands-on experience as students are placed with industry employers throughout the three-year period of the apprenticeship.

"The Centre of Specialisation is a campus of the Public TVET College that has been appointed by the Department of Higher Education and Training (DHET) to coordinate teaching and learning of a specific occupational qualification among the 13 trades that were identified as being in strong demand for national

infrastructure or Strategic Integrated Projects (SIPs)," says Sabelo Buthelezi, Chief Director: Special Project Unit at the DHET. "The initiative is designed to meet two objectives simultaneously; firstly to address the demand for priority trades needed for implementation of the National Development Plan and secondly to build the capacity of the TVET College system to deliver trade qualification with employer partners."

This new approach is different from the old, dated programmes offered at the TVET Colleges which are theoretical

in nature and it also differs from the National Certificate: Vocational (NCV) which lacks the workplace component. The National Occupational Curriculum Content (NOCC) ensures that the curriculum is flexible and new technology can be added as and when required.

"The aim is to produce a skilled and capable workforce to support economic growth, increase availability of technical skills, increase the delivery of qualified artisans and improve the capacity of public TVET Colleges to train in skills in demand by industry," says Leon Olkers, Lecturer at Iqhayiya Campus at Port Elizabeth College.

The integration of the three components of the occupational programme – knowledge, practical and workplace – allows apprentices to build skills and



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competences such as problem solving and critical thinking that is demanded from the Automotive Technician.

Currently there are 26 Centres of Specialisation across the country at 19 TVET Colleges. As more employers come on board, the programme will be expanded to other colleges.

"We need employers at the driving seat and working with employer associations is proving to be what the CoS programme need," says Buthelezi.

"We cannot afford to train quality artisans of the 21st century using the outdated curriculum," says Buthelezi.

This new approach starts with the learning material and equipment; apprentices are given tablets or laptops to access material on an open learning source. Facilitators are continuously developed in line with the automotive industry standards to ensure that they stay abreast of technology.

The expected short-term outcome of the project is to produce 780 qualified artisans using the latest curriculum that involves the latest technology. This is hoped to be achieved by March 2022. The medium-term



outcome is to have another intake of 780 apprentices in 2020, and the longer-term vision is for the DHET to consider making this project of artisan training, using this curriculum and methodology, one of the mainstream programmes with fiscus funding by the Department at TVET Colleges.

RMI's involvement

"The RMI, as an industry representative body, tendered for two of the 13 trades – Automotive Motor Mechanic and the Diesel Mechanic – to be an official partner in this industry-based project," says Louis van Huyssteen, RMI's National Director of Training.

The RMI is involved in four of these centres – two for automotive mechanics and two for diesel mechanics – in Phalaborwa (Limpopo), Mankwe (North West), the Port Elizabeth (Eastern Cape) and Cape Town (Western Cape). The 30 apprentices at the four centres form part of the total number of 780. In total there are 52 facilitators, 13 Occupational Team Conveners (OTCs) from industry, and anywhere from one to 12 companies per each college.

The RMI has two OTCs who collaborate with the colleges, ensuring the college and the participating company have all the necessary tools, equipment and human resources (campus manager, facilitators and project manager) to deliver the full curriculum. The TVET College facilitators, participating employers and workplace mentors join forces to ensure curriculum criteria are met throughout the first three-year process. The role of the OTCs also includes monitoring tools and equipment procurement; facilitate best practices on reporting and engagement with the Sectoral Education and Training Authority.

The organisation assists in the recruitment of suitable workplace-approved companies to take on the apprentices. It also has a marketing and overall support role to fulfil.

"One of our personal goals is to empower TVET Colleges to develop to a standard of skills delivery, to become the 'Public Providers of Choice' in occupational programmes for the sector," says Jakkie Olivier, CEO of the RMI.

Learner experience

The learning institutions have had to change their mindsets by asking what is required from the industry and writing the programme accordingly, and lecturers have had to change their way of teaching; instead of lecturing the course material, they are now



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more focussed on practical training and facilitating the process of learning.

In the three years spent in the programme, the apprentices will spend 64% of the time at their workplaces and 36% at the college. For the Port Elizabeth College those employers are All Cars Service Centre, Finn Auto, Fleet Dynamics, Honda Auto, J Bay Auto Service, Jeno Auto, Maritime Motors, Nel's Distributors, Algoa Nissan, Peter Benn Motors, Steve's Auto Clinic, Tavorc Motor Group, Uitenhage General Repairs, VWSA and Williams Hunt.

"We have also developed a rotational plan so that apprentices usually spend between one and three weeks at the college at a time," says Olkers.

All four TVET Colleges involved in training this new breed of automotive motor mechanic and diesel mechanic – Orbit and Mopani South for the diesel mechanic trade; College of Cape Town and Port Elizabeth College for the motor mechanic trade – have commenced with training and the early results are certainly promising.

"The apprentices are highly motivated and full of energy towards the learning programme," says Olkers.

"What I enjoy about this programme is being exposed to things I could never work on before," says Grant Benjamin, an apprentice at College of Cape Town. "The best part is that you physically work on components to understand the work in more detail than what you understand working out of a guide. I can confidently say I know much more now than I did before the CoS programme."

"This is the best programme I've ever participated in," says fellow apprentice

Darryl Goes. "Personally I enjoy the practical part of the curriculum because I learn more if I can do something myself."

Teething problems

As with any new venture, the CoS programme has a few problems to address. RMI OTCs, van Huyssteen and Christo Basson, attend the DHET/OTC/SETA meetings and participate actively in addressing issues as they are brought

to light. Initial problems include keeping of logbooks; college attendance by apprentices; alignment of private sector and college thinking on roll-out and sequencing between workplace and college components of the curriculum.

"The roles and responsibilities of all the stakeholders are not clear yet," says Olkers. "But this is a pilot programme and it will be clearer as we progress. Another concern is the procurement of



tools and equipment, but we can address it with much better planning. Hopefully in future, we will have such a good relationship with the employers that they will be eager to assist in donating and/or supplying tools and equipment."


The economic climate, especially in Port Elizabeth, created challenges with employer drop-off and the subsequent reduction of apprentices, minimum being 25 apprentice per CoS.



Lessons learned include a general ignorance by employers of the Return On Investment of apprentices; grants, rebates and incentives are the main drivers for employers to train; and the general view that apprentices are 'cheap labour' and not an investment by the business into its future.

"Sadly there is a view that training artisans is just a cost-burden. The belief is that artisans are expensive to train and once their training is complete, there's no guarantee they'll stay," says Olivier. "If those employers that don't train offer a few rand more and the apprentices jump ship, the investment has been lost. It has been proven that apprentices are more likely to make money for you over the duration of their training; the benefits outweigh the costs or, even cost you nothing!"

"Quality automotive and diesel mechanic technicians remains one of the scarce skills in the country," says Buhelezi. "This programme will ensure sustainable supply of these skills by the TVET Colleges in partnership with participating employers. The National Development Plan has set a target of qualifying 30,000 artisan by 2030 and this programme will go a long way in assisting to achieve that target. It goes further to address youth unemployment that is escalating. Different research has proven that in countries with strong vocational education in general, and apprenticeship in particular, the youth unemployment is low."

The DHET is in an advanced stage of planning for the 2020 intake and it calls upon all employers to be part of this ground-breaking initiative. 

What is a learnership?

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

Who is eligible to enter a learnership programme?

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

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

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

How does one apply for a learnership programme?

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

What is an apprenticeship?

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

Who is eligible for an apprenticeship programme?

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

How does one apply to enter an apprenticeship programme?

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



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LEADERS IN CLOSING THE SKILLS GAP



Front row (from the left): 3rd place winner Mpumelelo Mahlangu with his R40,000 prize; overall winner Isaac Boshomane with his R100,000 prize; and 2nd place winner Sandile Sithole with his R60,000 prize. Second row (from the left): Grant Fortune; Abigail Makhubela, QSR Specialist (Absa); Tracy Gouden, Show Director (Messe Frankfurt); Thami Letsoalo, Automotive Sector Business Development Manager (Absa); Dumisani Bengu, Head of Wholesale, Reatil and Franchise (Absa); Tina Playne, ME Sector & Segment (Absa); Joshua Low (IMD Messe Frankfurt SA); Jakkie Olivier (RMI CEO); KK Tlhoale, Head of Enterprise Development (Absa); and Lefentse Chapman, ED Specialist (Absa).

RMI's NAAASP learners conquer ABSA Enterprise Development Den



ABSA Business Bank and Messe Frankfurt SA embarked on running an Enterprise Development Den at the 2019 Automechanika Johannesburg show, where a panel of judges from ABSA assessed pitches from black-owned (51% ownership) SMME companies in the automotive aftermarket sector. Each company had five minutes to pitch their businesses to the panel. The top three companies won prizes to the total value of R200,000

Joshua Low, Managing Director of Messe Frankfurt South Africa, and his team worked hand-in-hand with Thami Letsoalo, Automotive Sector Development Manager at ABSA Business Bank to ensure the success of this exciting initiative.

"I know the RMI has a repository of companies that would match these criteria, in the sector," Low confirmed in his engagement with Jakkie Olivier,

RMI CEO. Low continued to request the RMI to put forward a list of development companies that could be considered.

Letsoalo highlighted the competitions criteria and prizes. ABSA Enterprise Development Den candidates were required to motivate why their businesses need the funding and what core competencies the company specialises in.

Louis van Huyssteen, RMI's National Director of Training, encouraged learners on the RMI's New Venture Creation (Level II) learnership pilot project to participate.

The RMI and merSETA joined forces to launch the 24-month National African Association of Automobile Service Providers (NAAASP) New Venture Creation training programme, an NQF Level 2 Learnership, registered with the Services Sectoral Education Training Authority. The 42 learners on the programme consist of


owners, including directors, sole proprietors, partners, members and delegated managers from development businesses.

Van Huyssteen alluded to the learner take-on meeting which was held on the last Saturday of May 2019 at RMI's national and Highveld regional offices. The commitment and excitement of learners was overwhelming. On the day Isaac Boshomane, longstanding NAAASP member and RMI National Executive Training Committee member, committed to not only participate as a learner, but also share his experiences and champion, amongst his peers, this initiative. Boshomane, as a subject matter expert, will also facilitate, and be part of, the project team.

Other members of the team are: Chuene Tolo (Facilitator), Louis van Huyssteen (RMI Training Director), Freddie Franken and Rian Franken (Human Resources for Tomorrow, HRST, service provider representatives), Joy Oldale (RMI National Director Transformation) and Boitumelo Mpanya (HRST Skills Development Facilitator).

Boshomane motivated all present at the event and emphasized key areas of the journey which needed 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 learned and engage the facilitator and guest lecturers.

The programme commenced with the facilitated sessions in June 2019 and learners have completed the first of nine modules. The RMI encourages participation from service providers, suppliers, accredited members and other interested parties in this ground-breaking automotive repair and maintenance aftermarket transformation project, Van Huyssteen said.

Four NAAASP members conquered the Dragons and reached the finals: Isaac Boshomane, Kgabo Cars; Martin Mboweni, Lux Auto Tech; Moses Nkuna, Macilitani Panel Beaters; and April Seabata Motaung, Serame Auto. 



Isaac Boshomane, 1st place winner, receiving his R100,000 prize.



Sandile Sithole receiving his 2nd place prize



Mpumelelo Mahlangu receiving his 3rd place prize.

Damaged tyres can do great harm

Unsafe and unregulated part-worn and second-hand tyres threaten to undermine manufacturer efforts to uphold consumer and tyre safety and accessibility



Written by Riaz Haffeejee, CEO of Sumitomo Rubber South Africa



Second-hand tyres are often seen as a more cost-effective alternative to purchasing brand new tyres. However, the lack of prescriptive regulation in this industry could lead to far greater cost, exposing consumers and road users to a potential hazard. A part-worn tyre shows reduced performance over brand new tyres, especially with regard to wet-braking, and as much as a 33% reduction in handling ability according to testing by the Automobile Association and the AAA.

The statistics clearly show that part-worn tyres reduce vehicle handling and braking, which could be a leading cause of accidents, injuries and death.

The global status report on road safety 2018, released by WHO in December


2018, states that worldwide road traffic injuries are the leading cause of death for people aged five to 29 years, with annual road traffic deaths reaching 1.35 million. In South Africa, the primary strategic target of The National Road Safety Strategy 2016-2030 is to reduce fatal crashes by 50% by the year 2030.

The Road Traffic Management Corporation (RTMC) reported that 14,071 people died on South African roads in 2017, with the cost to the economy calculated at around R142 billion annually.

Regulation of this sector remains a priority, considering the importance of tyres and taking cognisance of the fact that economics play a role in the purchase of vehicle tyres.

In terms Regulation 1 of the Waste Tyre Regulation, a "part worn tyre" means a used tyre, which can be safely returned to its original intended use, and which, after being retreaded, is not of such nature and condition that it is not suitable to be fitted on a vehicle that operates on a public road.

The onus lies not only with the consumer who must make a wise and safe purchase but also with the second-hand tyre reseller who must ensure that the tyre sold as "good for use" is in fact that – a tyre that is in a safe and road-worthy condition, suitable for its intended use. Recognising what constitutes a safe-for-use second-hand or part-worn tyre, is essential.

Checks on tyre tread wear can be undertaken visually but are best performed using a tyre wear indicator gauge, by a professionally trained tyre fitment specialist. Various other visual inspections should be conducted on a part-worn tyre to ensure that it is in a good state of repair. Factors to look out for include lumps, bulges or cuts in the tyre, which could indicate a separation of, or a partial break in, the structure of the tyre. This failure could lead to a tyre blow-out, resulting in loss of control of the vehicle, risking the safety of the vehicle's occupants as well as other road users. The rubber covering of the tyre should also not be worn or damaged, exposing the fabric or cord used in the construction of the tyre. 



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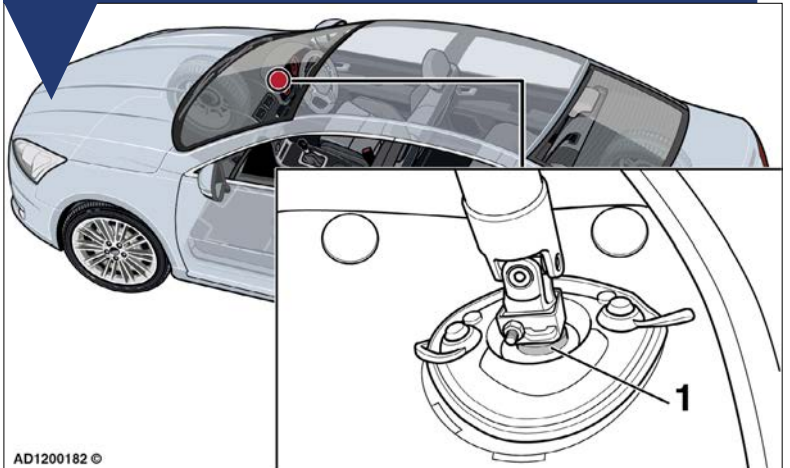
Troubleshooting made easy

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

PEUGEOT 508: GRINDING NOISE FROM STEERING COLUMN WHEN MANOEUVRING OR PARKING

Problem: A customer's 2012 Peugeot 508 is making a grinding noise from the steering column when manoeuvring or parking. We can hear the grinding noise inside the car and have lubricated the universal joints on the steering column but the fault is still there. Is this a fault you have heard of before?

Solution: Yes, we have heard of this fault before on this model. The noise is due to excessive friction between the steering column shaft and the sealing boot. Using aerosol grease, available from Peugeot parts department, apply to contact surfaces of the steering column shaft and sealing boot Fig.1.1. Operate the steering column to ensure the grinding noise has been eliminated. 




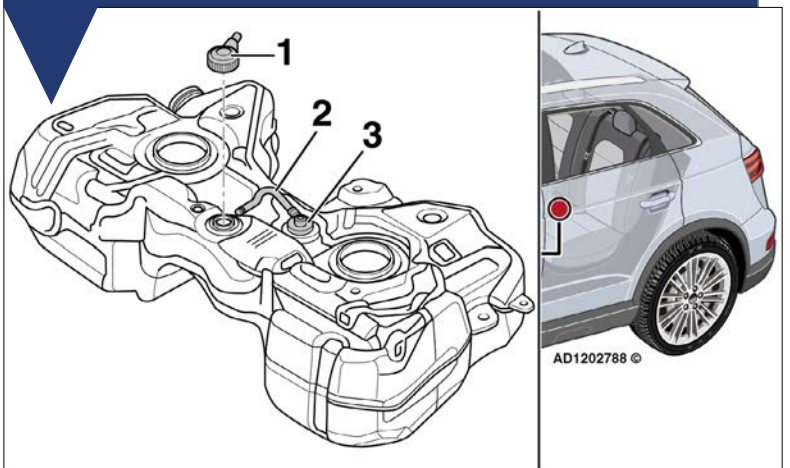
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Illustration reference: peu313(RH)

AUDI Q3: FUEL FILLER NOZZLE CONTINUOUSLY CUTS OUT WHEN RE-FUELLING VEHICLE

Problem: A customer's Audi Q3 2,0 TDI is in for a routine service and they have complained that the fuel filler nozzle continuously cuts out when re-fuelling the vehicle. We have experienced the fault when re-fuelling and have visually checked the fuel filler pipe for blockages but we cannot find the source of the fault. Is this something you have heard of before?

Solution: Yes, we have heard of this fault before on Audi Q3 models with CFFB engine code. The cause is due to the fuel tank ventilation system becoming blocked. Check the fuel tank breather cap for blockages, replace it if necessary Fig.1.1. Check the fuel tank breather hose and the fuel tank breather valve for blockages Fig.1.2 & Fig.1.3. If the fuel tank breather hose or the fuel tank breather valve is blocked, fit a new fuel tank. Re-fuel vehicle to ensure fault has been resolved. 



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Action Ford Krugersdorp	Krugersdorp	Lochson Panelbeaters and Spray Painting	Pretoria
Action Ford Roodepoort	Roodepoort	M	
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Answers by experts to questions received recently by the RMI

Q: Does section 187(1)(c) of the Labour Relations Act apply to the dismissal of a single employee?

A: Section 187(1)(c) states that a dismissal is automatically unfair if the reason for the dismissal is a refusal by employees to accept a demand in respect of any matter of mutual interest between them and their employer. This section has made it difficult for employers to dismiss, on grounds of operational requirements, employees who refuse to accept a change to their terms and conditions of employment as such a dismissal could possibly be seen as being automatically unfair.

The cases of *Fry's Metal v Numsa* and *Numsa v Aveng Trident Steel* both dealt with Section 187(1)(c), but both involved the dismissal of more than one employee.

In *Jacobson, Merwyn Jack v Vitalab*, the Labour Court dealt with the question of whether Section 187(1)(c) is applicable where one employee is dismissed. The court held that this provision does not apply to dismissal disputes involving a single employee as the application of the section is limited to the collective sphere. The wording of the section, specifically the reference to 'employees', 'them' and 'their', clearly indicates that the section refers only to collective dismissals and not to individual dismissals.

Prohibiting employees from wearing union t-shirts at the workplace

Q: Spicy Chicken (Pty) Ltd (the employer) implemented a workplace policy in which it prohibited employees at the workplace from wearing any 'political party or union'

clothing during working hours. Not complying with the aforementioned policy was construed in a serious light and it was stated that necessary disciplinary action would be taken against employees who fail or neglect to comply accordingly. Is this policy fair and reasonable?

A: A similar matter was dealt with in *NUMSA obo its members v Transnet SOC Ltd (JS427/15) [2018] ZALCJHB 352*. The Labour Court (LC) in this matter had to establish whether it is legitimate for an employer to prohibit the wearing of union t-shirts in the workplace. NUMSA contended that such prohibition would breach the rights of expression and freedom of association of its members. According to *Transnet*, there is no substantive right to wear a union t-shirt in the workplace as an element of the exercise of the right to expression or freedom of association, or on any other basis, except with its consent.


The constitutionality, lawfulness and validity of the t-shirt ban policy was challenged on the basis that it infringed:

- The right to freedom of expression guaranteed by s16 of the Constitution;
- The labour relations rights established by s23 (2)(a) and (b) and (4)(a) and (b) of the Constitution, and s4 (1) (b) and 4(2)(a) of the LRA;
- The right to freedom of association in terms of s18 of the Constitution;
- The prohibition of unfair discrimination in terms of s5 (1) and s5 (2)(c)(i), (iii), (iv), (v) and (vi) of the LRA; and
- The prohibition of unfair discrimination in terms of s6 (1) of the EEA, on the grounds of conscience, belief, political opinion, the arbitrary grounds of union membership, and unreasonableness.

The LC held that wearing of a union t-shirt is not an adjunct of membership per se. The real issue is whether the scope of protection in respect of 'participation in the lawful activities of a trade union' can be said to extend to a right to wear a union t-shirt in the workplace. In deciding on the latter, the LC held that wearing of union t-shirts constitutes 'lawful activities' as contemplated by s5 (2)(c) (iii). The imposition of the union t-shirt ban, with its underlying threat of disciplinary action for an infringement, constitutes a form of prejudice. In short, the t-shirt ban was found to be unlawful and invalid with reference to s5 (2)(c)(iii).

To the extent that S5 (2)(c) (vi) prohibits an employer from prejudicing an employee on exercising any rights conferred by the LRA, and the wearing of a union t-shirt, as discussed above, constitutes lawful activity under the LRA, it follows that the union t-shirt ban is also an infringement of s5 (2) (c)(vi) and is invalid.

This is not to say that the exercise of the right of freedom of association by wearing union t-shirt in the workplace is unlimited. The LC held that one can imagine a justification on the basis of a significant threat to safety, and a number of other reasons. In appropriate circumstances, inter-union rivalry and any associated violence in the workplace may justify intervention by an employer in the form of a limitation on the wearing of union t-shirts and union insignia.

Considering the given facts, in the absence of evidence which justifies the prohibition and/or limitation of the right to freedom of association, represented by the t-shirt ban, the employer's policy is invalid and/or unfair and/or unreasonable. 

Blue is the colour

The most popular chromatic colour on new cars in Africa is blue, with 6%, according to the 2018 Colour Popularity Report from Axalta. Blue has the largest colour position of any colour, with 20,000 different variations from pale baby blue to dark midnight blue, and everything in between



The Egyptians first created blue pigments. About 6,000 years ago they used lapis, a bright blue semi-precious stone mined in Afghanistan, in jewellery and headdresses but were unable to create a pigment with it as it turned grey as soon as it was ground up. Around 2200BC – about the same time as the ancient pyramids were built – the Egyptians were successful in creating what is considered to be the first ever synthetically produced colour pigment, Egyptian blue. They mixed ground limestone with sand and a copper-containing mineral, such as azurite or malachite, which was then heated between 800 and 900 degrees Celsius. The result was an opaque blue glass that had to be crushed and combined with thickening agents such as egg whites to create a long-lasting paint or glaze.

as navy blue. It stood for innocence and trustworthiness – a reflection of the saint. This positive connotation is possibly why navy blue has been used by military and police forces, but as it became increasingly synonymous with authority, lighter shades were developed to recapture the colour's original trustworthy meaning.


Ultramarine – a deep royal blue – was highly sought after among artists in Medieval Europe. But, as it was considered to be as precious as gold, it was reserved for the wealthy. Art historians believe that Michelangelo left a painting unfinished because he was not able to afford the ultramarine he wanted. Cobalt blue was used extensively by Renoir and Van Gogh, and Picasso favoured Prussian blue during his Blue Period.

Blue's popularity persisted throughout the Roman Empire and Greco-Roman period, but the dyes were extremely expensive and rare, so were reserved for royalty and the church. Around 430AD, the church first portrayed the Virgin Mary wearing a blue robe. This shade became known

Today, there are hundreds of shades of blue, each with its own name, and this breadth of colour spectrum extends into the refinish sector too. There are high chroma blues, coloured aluminium blues, and even coloured glassflake blues.

Lucian Jantjies, National Sales Leader for Axalta in South Africa, says, "Blue pigments have their roots in art, and as a brand that has The Art of Refinish at its heart, we know the diversity of blue all too well in the refinish industry. A car is never just blue. Some blues evoke a calming feeling from nature. Others, so-called pure blues, express more dynamism and energy. These blues differentiate themselves from the norm. They are effect colours, not flat blues, which is why you often see them on expensive cars."

With so many cars on the road sporting any number of blue hues, bodyshops are seeing more chromatic repairs. But blues, particularly dark blues, are not the easiest colours to match. The Axalta labs ensure all the blue refinish formulas have the tints with the right pigments so that refinishers have the ability to create perfect colour matches for any hue.

"Blue as a car colour is gaining traction in Africa. Refinishers must ensure that they are ready to tackle the full spectrum of this popular colour," Jantjies concludes. 

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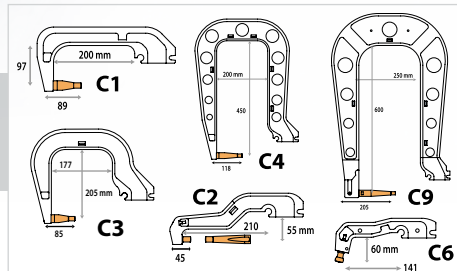
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