

**SIYB
TRAINING BUZZ**

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DID YOU KNOW?

Enterprise Investment Programme: The Minister of Trade and Industry, Dr Rob Davies (MP), has approved the revised guidelines pertaining to the Enterprise Investment Programme (EIP) and its sub-programmes, the Manufacturing Investment Programme (MIP) and Tourism Support Programme (TSP).

The revised guidelines became effective and were implemented as of 5 October 2009. This date was selected to allow the Department of Trade and Industry (dti) sufficient time to make the necessary adaptations to its online application system. Hence, all applications submitted to and received by the dti before 5 October 2009 should comply with the original guidelines published in the Government Gazette, Vol 517, No 3126 dated 4 July 2008.

However, amendments to the following paragraphs in the revised guidelines was implemented with immediate effect:

- Amendments to paragraphs 3.5 (MIP) and 3.8 (TSP) respectively, which relate to the acquisition of assets; and
- Amendments to Table A1 and A2 (MIP), which relate to the economic benefit criteria.

For more information visit www.dti.gov.za

Launch of DTI's Investment Call Centre in Soweto: Trade and Industry Minister, Rob Davies launched an Investment Promotion and Facilitation Call Centre in Moroka, Soweto on 19 October 2009. The Cheshire Home based Call Centre is part of the new strategy on investment promotion and facilitation that seeks to improve investment climate in the country and reduce the costs of doing business. The 10 seater Call Centre will be staffed by people with disabilities.

Speaking at the launch, Minister Davies said that the Call Centre is an Apex Government Priority in terms of the Cabinet Plan of Action (POA) of 2007, where all investment applications (of R100m and above) are registered and followed up, with escalation to The Presidency if insufficient progress is registered within 3 months.

Director of Investment Promotion at the dti, Yunush Hoosen said the Call Centre will be a one stop shop service for national and international investors to reduce administrative and regulatory barriers, as well as facilitating a smooth entry into the South African market by foreign investors. "It will provide a conducive investment environment and improve our investment climate," he said.

Minister Davies said South Africa has recognised investment as a key element. "We are trying to reach targets in reaching productive activity, growth in employment, decreasing inequalities, tackling poverty and providing decent employment".

The department has in the past year updated strategies on exports and foreign economic offices and embarked on a training programme to ensure that all export and investment promotion activities are undertaken by people who are appropriately trained. The Call Centre agents have in this regard, been in training for the past six months on the dti programmes and services.

It has also adopted an Integrated Project Team approach and last year there was a pipeline of R46.5 billion worth of investment enquiries.

Davies added that the success of this three year pilot project may lead to further expansion of this concept and adoption by other Government departments and the private sector across the country.

Manager of the Cheshire Home, Mandla Mhlanga expressed his contentment that disabled people are also given equal opportunities as able ones and that government is keeping its promise in integrating them into the society. " My wish is to see more disabled people given a chance to prove themselves".

The Call Centre will be operational from 30 November 2009 via Telephone: +2711 341 1600 or Email: investsa@thedti.gov.za.

For further information, contact Sidwell Medupe (012) 394 1650 / 073 5226801 or e-mail: MSmedupe@thedti.gov.za.

The Department of Trade and Industry and Wits Business School Partner to Promote Entrepreneurship Development in South Africa: In line with Wits Business School and Department of Trade and Industry's (the dti's) commitment to ensure that small businesses progressively increase their contribution to the South African economy, the two institutions have embarked on a collaborative and strategic partnership.

Through this partnership, Wits Business School officially launched the Centre for Entrepreneurship (CfE) on Thursday, October 1, 2009.

"This type of Public-Private Partnership must be encouraged and supported to ensure that we succeed in developing our economy. We view entrepreneurship as one of the important pillars for creating sustainable economic growth and achieving some of our developmental goals," said Deputy Minister Ntuli.

The vision of the CfE is to become the centre of excellence in entrepreneurship development in the developing world. In so doing, the Centre aims to contribute to the attainment of the University's vision and also contribute directly to the national goal of wealth and job creation.

"The CfE's vision will be achieved through the development of core competencies in entrepreneurial education, support and research, which together create a sustainable entrepreneurial eco-system that promotes and nurtures entrepreneurial capacity in individuals, communities and organisations across South Africa," explained Dr Kerrin Myres, Director of the Wits Business School Centre for Entrepreneurship.

Entrepreneurship acts as a key driver of innovation and growth in any economy. In this regard, the Wits Business School's CfE is driven by long-term goals that support entrepreneurial development. These goals include:

- Developing skills in new enterprise creation among potential entrepreneurs, with a particular focus on unemployed graduates, women and students;
- Fostering the professional development of practising entrepreneurs to enhance the probability of survival, success and growth of new ventures;
- Helping to meet the entrepreneurs' need for access to opportunities, resources and expertise through a volunteer-based programme of support;
- Encouraging collaboration between scientific/technical researchers at the University and the entrepreneurs emerging from the CfE and Wits Business School business programmes;
- Expanding and promoting the entrepreneurship knowledge base through research into new venture creation and sustainability and best practice in entrepreneurial capacity-building; and
- Acting as a catalyst for sharing knowledge about entrepreneurial capacity building.

"The collaborative partnership with the Wits Business School's CfE and the dti, is representative of the School's integrated approach to entrepreneurship development and support," said Prof. Mthuli Ncube, Executive Director of the School.

He added that "Over the last year, the CfE has been at the forefront of entrepreneurial development and training for many professional and student entrepreneurs. Our partnership with the dti is testimony to the fact that we will remain at the ahead of such development. By working together with **the dti**, the Centre seeks to develop, promote and improve the culture of entrepreneurship among the different communities in South Africa."

ENABLIS: BEST ADVICE ON BUILDING YOUR BUSINESS PLAN

By Martin Feinstein

The CEO of Enablis South Africa (the drivers of the annual Launch Pad business plan competition, had this advice to share on the do's and don'ts of writing a business plan:

On the business model: "Make sure you are very specific when it comes to describing your typical customer, your product and exactly how you are going to market the product. Too many business plans glibly talk about "mass media advertising" without the faintest idea about the costs. Be precise about how you are going to get your message to the consumer."

On the financials: "You can outsource your financials if you are not a numbers guru, but that doesn't mean you can abdicate from the responsibility to understand what they mean and make sure they are accurate and reflect a real possible business path."

On the operational plan: "This is where most plans gloss over the nuts and bolts reality. Make sure you identify the five top operational success factors for the business (e.g. keep spare parts in stock), and explain how you are going to handle each one on a practical level. Remember, things don't happen by themselves."

On the marketing plan: "Advertising costs money. Lots of it. Avoid ideas of big ad campaigns, billboards and radio ads unless you have the money. Think smart: leaflets, SMS marketing, direct selling. Again, it's all about getting the message to your prospects, not the entire population of the country."

On the Layout and presentation of the plan: "Keep it simple. White A4 paper, a simple 12-point font like Arial, numbered pages and as short as possible. I have seen fantastic business plans that are all of five pages long, and terrible plans that are 50 pages long. Write it on a "need to know" basis."

On getting your plan in front of the right people: "Enter business plan competitions. Keep a copy in your briefcase at all times - you never know. Use Facebook and LinkedIn. Use your network. And when you present it, remember - the business is just a tool - they're buying into YOU."

On pitching and presenting the idea: "The biggest mistake people make is to oversell - they want to tell the whole story in the first meeting. Don't. Tell just enough of the story to show that you know what you're talking about and are going to make it work, with or without the investor. When you've pitched enough to intrigue the listener, stop talking and let them think and ask questions. You want to be at an intersection, not going down a one-way street."

On asking for constructive criticism and making necessary adjustments: "Yes, yes, yes. A real entrepreneur will always be receptive to a better way of doing things. Don't be afraid to copy (legally), there's nothing really new under the sun."

On involving a mentor: "Mentors are great, but too many people use them as a crutch. No-one is going to make it all come together except you. And make sure your mentor has run their own business for at least 20 years before you take their advice. Don't discount female intuition."

Source: www.entrepreneurmag.co.za, 29 September 2009

INTERVIEW WITH ALAN KNOTT-CRAIG (PREVIOUS CEO OF VODACOM)

ALEC HOGG: It's 13 October 2009 and in this special Boardroom Talk podcast we're talking with Alan Knott-Craig. Until recently the chief executive of Vodacom. However, we're in the studio because of his book, which is being launched Wednesday - "Second is Nothing". I suppose it's pretty much your motto "Second is nothing"...

ALAN KNOTT-CRAIG: I always wanted to be number one but I was often second, so I've been there.

ALEC HOGG: What was interesting - going back a little - is your family history. I suppose it's not surprising to see you coming out with a book. You might have been a journalist had you taken different forks in the road.

ALAN KNOTT-CRAIG: I would have liked to have been a journalist, but our family was in that business, I guess, for almost a hundred years. My dad is a journalist, my grandfather was a journalist, uncles and aunts are journalists and my dad said "you're not going to go into that business, it's too tough. The whole work is too hard."

ALEC HOGG: You've told a hell of a story here, about your own life, opening - exposing parts of your life - I suppose in hindsight you might look back and say "did I need to do that"...

ALAN KNOTT-CRAIG: To tell you the truth Alec, the book is written by a ghost-writer and in retrospect that was a good idea because I would not have said the things she said. She interviewed me for six months and she interviewed lots of friends, colleagues, family - so she got a third party view which was objective and she wasn't trying to hide or not hide anything or be kind or not be kind. I kind of read a book about myself which was emotionally not easy for me to read.

ALEC HOGG: Do you still talk to her?

ALAN KNOTT-CRAIG: She is actually a sweet person - really nice and I like her very much indeed - just in writing the book, she has done a lot for me. The book wasn't supposed to do anything for me but it did, probably more for me than anyone else.

ALEC HOGG: I ask this because I met Alice Schroeder who wrote "The Snowball" on Warren Buffett's life and she was saying before the book that she spoke with him every day and he actually said that if there was an unflattering side to the story, rather to put the unflattering side. But after the book was published, she has no longer been able to contact him. So it is interesting - it's a good idea to open yourself up to warts and all, but once you see it on the pages, even for someone like Buffett, has been very difficult to stomach. And I guess from your perspective, it couldn't have been easy.

ALAN KNOTT-CRAIG: It was easy to stomach if that's the question - that was not an issue for me. It was good for me - it was really good for me to see somebody that wasn't as perfect as I thought he was and it kind of gave me a better perspective about myself, it gave me a better perspective about life. It kind of takes a little bit of arrogance away, which is never a bad thing. As I said, the book did more for me than it probably will do for anybody else.

ALEC HOGG: As a writer, you have to grab the person from the first page, and there is no question in this book it certainly happens. You talk there about your heart attack - it certainly wasn't your first heart attack but it was the one that nearly did it for you.

ALAN KNOTT-CRAIG: Yes, it still is not easy to deal with and it was very difficult to deal with for a long time and it is still difficult to deal with. It's not easy to die, it's not easy to go there and come back. I have to say it's not a bad place to go and it was kind of almost there. The memory that I have of it is that it was a very peaceful relief. Then I had to go through this whole damn thing again - another three years of life! But at the same time, nothing beats life.

ALEC HOGG: At that point in time, before you had the heart attack, you say in the book that you were trying to work your exit strategy but the board at Vodacom wasn't keen to let you go.

ALAN KNOTT-CRAIG: You see, the way things worked in Vodacom - remember no employees there are shareholders. Neither was I - I never owned a piece of the company, I never had share options - I simply worked for a salary and a bonus. And if you left the company of your own volition, then you left with your pen and your pad and your shoes and your socks. But if you left as a good leader, as they called it, then there was written in your contract, a settlement - for want of a better word - so I could never leave without their blessing. I could leave, but I just didn't have the wherewithal to leave and just go. So I was at their mercy if you like, and I asked them to let me go before I got sick again and they wouldn't let me go.

ALEC HOGG: But this time, they did - finally they did.

ALAN KNOTT-CRAIG: Yes, finally when it was almost too late.

ALEC HOGG: And what are you doing now?

ALAN KNOTT-CRAIG: I am just glad to be gone - I am really glad to be gone. I really enjoy my life - I do a lot of things that I probably should have done long ago. I enjoy my friends, I enjoy people - I spend a lot of time in the bush - I do a lot of photography. So I see a lot of things that I just didn't see in my life and I have to say that it's very easy to get caught up in business life and forget about what life is really about, and think that boardrooms and intrigue and making billions is what it's all about, when it's actually nothing.

ALEC HOGG: You talk about the 'nothing people'.

ALAN KNOTT-CRAIG: Yes, there are lots of 'nothing people' in the world. Fortunately there are more good worthwhile people, but there are 'nothing people' in the world and I came across a few - they made my life difficult - they made my life hell - and I made their life hell back. It seemed so important then - it seemed so important to do whatever - beat them at whatever it was that you were trying to do. But in retrospect, it kind of seems like trivial.

ALEC HOGG: When you have a look back now at your legacy - building up Vodacom from nothing to the market leader in South Africa - it's almost like your legacy might be getting a little tarnished at the moment. There is the furor around interconnect fees, there is a perception that there has been gauging of the consumers by company's like the one you founded or the one you rebuilt.

ALAN KNOTT-CRAIG: Look first of all when we started, this country had 4m telephones and 90% were in the hands of white people. Today we have 40m telephones and 90% of owners are black people. The company and industry was built by white and black South Africans. There were no imported ideas - this was intellect from South Africa. Yes you're right, there is a furor about inter-connect and rightly so. Only a fool would argue that inter-connect is not too high - clearly it is too high. You cannot have a tariff set 16 years ago when you base that tariff on the market size of '500 000m' people when you have a market size of around 40m people and try and maintain that it's not a factor - it is too high. In the last years I spent at Vodacom we budgeted every single year for ICASA to cut that inter-connect - and they never did. Shareholders would say, "you know, happy days". But there are some misconceptions about it and cutting the inter-connect by what people suggest today will have a negligible effect on the profits of our progress. It will not have a material effect - that is absolutely for sure. It will drive some companies out of business and I presume that someone has thought about that and said "we're happy to see a few companies go bust or do very badly" - but it will certainly not have any material impact on big companies like MTN and Vodacom. It will have very positive impacts for companies like Telkom and it will not have negative impact for companies like Neotel. I'm not sure why people are fighting this - it's not going to have an impact on profits, it's not going to have a major impact on tariffs either so as inevitable as cutting the inter-connect is, it is as inevitable that people would be disappointed at the result in the tariffs because it is not a very big cost factor in the whole basket of tariffs that people use. So it's impossible for one operator to initiate this and drop these inter-connect tariffs. It has to be done by the regulator.

ALEC HOGG: Have you whispered in anyone's ears on this?

ALAN KNOTT-CRAIG: First of all I have, so let me say that. Secondly I did read or hear in the last couple days that the regulator had tried to get the operators together, had tried to get them to agree and that they didn't want to agree. Well that's just simply stupid - it is the regulator's job to do this, it is the operators' moral obligation to co-operate with the regulator - on this particular issue at any rate - because on this issue he has a moral high ground and the operators don't. Since it's not going to affect their financial standing materially, why not just do it, why turn it into something which is nasty, ugly when there's no need for it to be.

ALEC HOGG: But who are the people who are going to go out of business then?

ALAN KNOTT-CRAIG: I guess the sad thing, or good thing, depending who you are, is that because those interconnect tariffs are so high, it created opportunities for people to come into the market and undercut them, and offer businesses very low tariffs because there was a gap.

ALEC HOGG: So they're arbitrated in other words.

ALAN KNOTT-CRAIG: Exactly - now you take those tariffs and you cut them, you take that opportunity away and people or certainly businesses could be damaged and may be badly damaged. There are a lot of them and they've done a really great job so whilst the inter-connect is high, many people have not suffered from high inter-connect charges because they've managed to bypass them through companies that have arbitrated. But you cut those inter-connect tariffs and those people go out of business - is that good or bad or is that just a way of life? Probably just the way of life.

ALEC HOGG: Just going back into Vodacom, in a different part and we can't let this go without at least dwelling on the Yebo Gogo campaign - that kind of pushed you well clear as the market leader in South Africa - where did the inspiration come from for that?

ALAN KNOTT-CRAIG: What we wanted to do with the Yebo Gogo - I'm sure you remember very clearly and carefully - in 1994 Madiba made such a huge impact on this country and people - I would say that before Madiba came on the scene - people were kind of trying to position themselves in terms of white and black and who is going to win and how to make the cell safe. He came along and suddenly just burst that whole racial bubble, if you like. People really wanted to get rid of this apartheid history and be a South Africa where colour was not the thing that drove or distinguished the country. So, what everybody tried to do, including us, was to try to produce in our case, this ad that could bridge this 40-year apartheid gap. And it couldn't be done with white folk only and it couldn't be done only with black folk only - it couldn't be done in a way that was sickly sweet. It had to be real, enjoyable, do it, etcetera - a chap by the name of François de Villiers came up with the idea of using a story - because Africa is about story-telling. English people love story telling, Afrikaans people love story telling and black people do - people have story telling as a common bond if you like. So he wanted to tell a story about a black man and a white man coming together in 1994 and not making anybody particularly stupid or not stupid, but trying to add humour into it and trying to make it real so that it didn't look like a set-up. He was very successful in doing that. When I look back to the first advert now, it kind of looks a bit cheesy, maybe, but it wasn't cheesy in 1994. Then we just told him that we were going to do this thing for as long as people like it - we did it for 12 more years. We ran the Yebo Gogo with new stories every time and people liked it and it played a part in healing some of the wounds in the country.

ALEC HOGG: There are many chief executives who would stay far removed from this kind of thing - you were intimately involved, as you have been in many of the details of Vodacom, in the image and the perceptions that people have.

ALAN KNOTT-CRAIG: Look I don't know how any chief executive can be removed from the brand of the company. The brand of the company is the company - you take the brand away - what are you left with - just a bunch of people. For me the brand was... I have to say first of all, the person who taught me that was Johann Rupert and his marketing team who were branding specialists. They were branding cigarettes, which wasn't the greatest thing to brand, but they did a good job and they certainly knew what branding meant and how you do it. They spent six to nine months teaching me personally, what branding meant and how you brand and what are you trying to achieve and what part of a human being are you trying to get to and so on and so forth. And I loved it - I have to tell you it was one of the things I loved the most in the company, so I guess if they didn't offer me the job of CEO I would have taken the branding job and quite enjoyed it.

ALEC HOGG: Regrets - looking back, was Nigeria one of them?

ALAN KNOTT-CRAIG: First of all I have no regrets - but Nigeria was a disappointment because there is absolutely no reason why Vodacom should not be in Nigeria today. This was ultimately the result of fickleness of people and with no coherent reason. There is very little reason other than that fickleness that Vodacom should not be worth R300bn today because it would have got into Nigeria at pretty much the right time and it would have brought a really significant business. Everything was in place - the price was right, the corruption and all those allegations - we managed to clean that up. We had a good team in place - we'd had them in place for three years. It was a disappointment. It also taught me something - until that time, no one had managed to stop me doing what I wanted to do and finally people did and it didn't matter to me from a shareholder point of view - I wasn't a shareholder. But it did matter to me from a point of building a better and bigger company.

ALEC HOGG: You've gone on to a couple of boards of directors - are you likely to expand that role or are you going to be driving your own business in future?

ALAN KNOTT-CRAIG: You know I am quite happy with my life. Even being on a board is a lot of work. I have to learn a lot about things I know nothing about - that's a lot of work. I really enjoy being with the family - I have a granddaughter so I enjoy her too. I really enjoy being out in the bush - I really enjoy seeing South Africa - I really enjoy photography. I really enjoy it and if you asked me what I really want to be, I want to be the best wildlife photographer in the world... if that's OK with everybody, that's what I'm going to be.

ALEC HOGG: The message - if there is one - that you'd like to leave with people who have finished reading your book - when they pick up your book they're going to be enthralled - there is no question about that. But when they've finished it, what would you like them when they reflect thereafter to think of?

ALAN KNOTT-CRAIG: It's really easy to forget what life is all about. It's really easy to become bigger than you really are. It's really easy to become not real. It's really easy to become really arrogant and it's very easy to forget that the things that really matter in life are the really simple things. Good health - you can only appreciate good health when you don't have it. You can only appreciate life if you don't have it and you can only appreciate really making a difference to the world if you've made a difference to the world and the rest is nothing. Making money is making money. I've never had money so I don't know what it feels like to make money, but I'm sure there are better feelings in the world and it's very easy to start chasing this money dream to the exclusion of the things that will give your life a much greater fullness and meaning. So, if people take this book - number one if youngsters can see that ordinary, not particularly clever folk can achieve extraordinary things, that's good. If people can see that hard work is what it takes, and patience is what it takes - that's good. If people can see that getting to the top of the corporate ladder is just another ladder, it's actually nothing.

ALEC HOGG: Alan Knott-Craig...

STEAL YOUR COMPETITORS' CLIENTS

By Steve von Loren

If your best prospects are someone else's customers, you'd better have a strategy for wooing them away.

Sadly, despite all the advances in the fields of manufacturing and DNA research, there is still no new client factory. It's up to entrepreneurs to attract and retain customers, and all your most profitable future clients already exist. Many of them probably belong to your competitors, so it's up to you to persuade them to do business with you instead.

This is a skill business owners can learn. At its base, it comes down to advertising, something successful entrepreneurs are doing anyway. Plus, if you're going after your competitors' clients, your chances for success increase for two reasons: You're targeting only those prospects who have already purchased or are in the process of purchasing a product or service similar to yours, and you're rewarding the competition's best clients for taking immediate action while showing you proof of their purchasing intent.

4 Ideas To Use Now

To reach those prospects interested in making a purchase, here are four ideas you can use right now in your display or internet advertisements:

- "If you have received a written estimate from any of our competitors, show us proof and you'll receive a special discount at our establishment."

- “Show proof that you received our competitor’s sales letter, sample or brochure and instantly receive R250 toward your next purchase with us.”
- “If you currently own an XYZ Widget, you immediately qualify for an instant credit of R200 toward our products and services.”
- “If your do-it-yourself home repair project didn’t turn out right, show us your receipt for materials purchased, and you’ll receive an immediate discount up to 10% off your repair bill.”

Before worrying about the cost of gaining customers this way, remember that your initial rebate or incentive offer is a one-time acquisition cost. The lifetime value of acquiring this new client could easily be worth thousands of rands or more to your business. For this strategy to work, your ads must reach your competition’s clients. Research the places your competitors advertise – online and in newspapers, magazines and the Yellow Pages – and advertise there, too.

Make Your Offer Irresistible

Then, when creating your next advertising campaign, ask yourself if your incentive is irresistible enough to instantly steal business away from competitors. With enough incentive and reward for taking immediate action, you’ll have created an advertisement tempting enough to accomplish your goal.

Steve von Loren, a business coach with more than 14 years of experience, is the author of the resource guide “How to Strategically Get Your Competitors’ Best Clients for Only Pennies on the Dolar.”

Source: Entrepreneur Magazine, September 2009

WHAT MAKES A GOOD LOCATION?

What realtors say about residential real estate also applies to many small businesses: the three most important considerations are location, location, location. Location is especially important for businesses in the retail and hospitality trades because they rely a great deal on visibility and exposure to their target markets. But location is also important for service and manufacturing ventures, which have such costs as advertising, promotion and distribution that are a direct result of where they are located.

Service businesses may not have the foot traffic and high visibility requirements of retailers, but their location has to be convenient for customers and their employees need adequate parking. Manufacturers are concerned with keeping operating cost down, and that means locating near key suppliers in areas accessible for pick-ups and deliveries.

When choosing the best location for your business, your first step is to target the right community. You can analyse the community you're thinking about by considering the following questions:

- Is the population base large enough to support your business?
- Does the community have a stable economic base that will promote a healthy environment in which your business can grow?
- Does the demographic profile closely match that of the market you wish to serve?
- What are the community attitudes or outlook?

Next, you'll need to analyse the population.

A community's economic base can have a direct impact on your opportunities. People move from one community to another for better job prospects, more money, better schools and a host of other reasons. To evaluate a community's economic base, check census data and other business statistics for the following information:

- The percentage of people employed full-time and the trend in employment;
- The average family income; and
- Per capita total annual sales for goods or services similar to yours.

You can also learn a great deal about your prospective community by looking and listening. Some red flags to pay attention to include:

- The necessity for high school and college graduates to leave town to find suitable employment;
- The inability of other residents to find local jobs;
- Declining retail sales and industrial production; and
- Apathetic local business owners, educational administrators and other residents.

Favourable signs are:

- The opening of chain- or department-store affiliates;
- Branches of large industrial firms locating in the community;
- A progressive chamber of commerce and other civic organisations;
- Good schools and public services;
- Well-maintained business and residential premises;
- Good transportation facilities with access to other parts of the country; and
- Construction activity accompanied by a minimal number of vacant buildings and unoccupied houses for sale.

It's also important for you to understand the demographic profile of your potential customers in order to properly evaluate a community for location. To see if the community you're considering offers a population with the demographic traits necessary to support your business, look at the community's:

1. Purchasing power: Find out the degree of disposable income within the community.
2. Residences: Are homes rented or owned?
3. Means of transportation: Do prospective customers in the area own vehicles, ride buses or bicycles, and so on?
4. Age ranges: Does the community consist primarily of young people still approaching their prime earning years, young professionals, empty nesters or retirees?
5. Family status: Are there lots of families in the area or mostly singles?
6. Leisure activities: What type of hobbies and recreational activities do people in the community participate in?

Detailed demographic information is available from the Census Bureau. You can also get this kind of information from established businesses within your industry or from a trade association. Many associations also have local or regional chapters that serve members in a variety of ways, with everything from newsletters to lobbying actions.

In addition, you can find figures about consumer expenditure from trade associations and government bodies, depending on whether you'd like to establish how much people are spending on household or home appliances, or you wish to source categories of expenses – from alcoholic beverages and restaurant meals to pensions and life insurance. Then you can group consumers by income, household size, race, gender, and other characteristics relevant to your business.

When you're satisfied that the community you plan to serve has the qualities to support your business and is convenient to your customers, start looking for a site.

Source: www.entrepreneurmag.co.za, 14 March 2009

HOW DOES ONE INTERPRET A BEE SCORECARD – INCONSISTENCIES ?

Over the past weeks we have come across hundreds of BEE scorecards, certificates and letters. Some originate from the companies themselves, some from consultants and some from verification agencies.

Unfortunately, there is no consistency in these documents. Strangely enough, this was an article we wrote over a year ago. Each company uses their own “look and feel”, which is perfectly acceptable, but the information contained in each certificate or scorecard differs widely.

Many companies have also supplied us with letter confirming that they are in the process of obtaining a rating. Many of these letters have expiry dates on them which is completely senseless.

Why ask for a scorecard?

The purpose of obtaining a scorecard from your supplier is to assist you in calculating points for Preferential Procurement. Up to 20 points are available (25 for QSE's) for this element. You only need a scorecard from suppliers, not customers.

To do your calculation to earn and maximise points you need to know the following information about your supplier:

1. Annual spend with that supplier
2. The size of the company (EME/QSE/Generic)
3. Their BEE level (1 – 8 or non-compliant) broken down into the elements where they earned the points
4. If they are a value adding supplier
5. The percentage of black ownership in the business
6. The percentage of black female ownership in the business
7. If they are, or potentially could be, your enterprise development project
8. The rating period/expiry date of the rating
9. Do they have suitable proof for every item on the scorecard?
10. Has the scorecard been signed by an authorised individual?

In addition, many companies trade under different trade names, or are part of a group. It does become quite difficult to know exactly which scorecard applies to your own supplier.

We suggest you capture your suppliers and their scores by references to both their company registration number and VAT number. All invoices from your supplier must carry a registration number and VAT number if they are VAT registered. (If they are not VAT registered, they are probably EME's and therefore level 4 or level 3.)

All the other information on the documents/certificates you may receive is irrelevant!

Managing the preferential procurement element is certainly an admin task, but it need not be too difficult if you follow our tips and simple rules. There is no direct costs, other than searching for appropriate suppliers and getting the right information from existing suppliers. It is either 20% or 25% of your whole scorecard so cannot be ignored.

Source: EconoBEE newsletter, 8 September 2009

KEY TO EVENTS		
Events in Johannesburg	Events in Cape Town	Events in KZN
Events in the Eastern Cape		Events in the Free State
Events in Mpumalanga and Limpopo		Events in Pretoria

NOVEMBER 2009 – WEEK 1

<i>Monday (02/11)</i>	<i>Tuesday (03/11)</i>	<i>Wednesday (04/11)</i>	<i>Thursday (05/11)</i>	<i>Friday (06/11)</i>
Introduction to ISO 9001, Johannesburg, (021) 872-7322	The Art of Facilitating Groups, Cape Town, (021) 685-7726		Interviewing and Selecting for Results, Johannesburg, (011) 485-2150	Coaching and Mentoring in the Workplace, Johannesburg, (011) 485-2150
	Negotiating for Results, Pretoria, (011) 704-0720/4			
TV & Radio Interviewing Skills, Johannesburg, (011) 678-2443	Implementing and Maintaining ISO 9001, Cape Town, (021) 872-7322		Telephone Excellence, Johannesburg, (011) 704-0720/4	
	Integrating Strategy, Budgeting & Reporting 2, Cape Town, (021) 462-7902			Recruitment & Selection, Johannesburg, (011) 678-2443
Time Management, Cape Town, (011) 678-2443	More Hours in Your Day, Cape Town, (011) 485-2150	Telephone Etiquette, Durban, (011) 678-2443	Time Management, Johannesburg, (011) 678-2443	
		Introduction to ISO 9001, Cape Town, 082 454 5817	EQ in Leadership, Johannesburg, (011) 704-0720/4	
Business Writing for Office Professionals, Cape Town, (011) 431-1533				Sell – Don't Tell!, Cape Town, (011) 485-2150
Perfect Presentation Skills, Durban, (011) 704-0720/4		Business Writing for Office Professionals, Johannesburg, (011) 431-1533		
Communication & Presentation Skills, Durban, (011) 678-2443		Difficult Discussions: The Right Way, the Right Time, the Right Result, Johannesburg, 0861 ASTROT (278 768)		
Situational Leadership, Benoni, (011) 442-4334		Business Communication & Report Writing, Johannesburg, 0861 ASTROT (278 768)		
Risk Management, Cape Town, (011) 865-0523		Finance for Non-Financial Managers, Johannesburg, (011) 678-2443	Implementing and Maintaining ISO 9001, Johannesburg, 082 454 5817	
Conflict Management, Cape Town, (011) 485-2150	Marketing Communication, Johannesburg, (011) 865-0523			
		Supervisory Management, Johannesburg, (011) 678-2443		
	Our World, Our Responsibility: Re-energising Civil Society, Cape Town, (021) 465-6981			The Ultimate 3-in-1 Sales Impact Seminar, Cape Town, seminars@training-dynamics.com
Achieving Sales on the Telephone, Polokwane, (011) 461-6453	Getting Everything Done – Time Management Made Easy, Cape Town, (011) 454-5505	The Psychology of Customer Service, Cape Town, (011) 485-2150	Manager's Mistakes, Cape Town, (011) 485-2150	Telephone Excellence, Johannesburg, (011) 704-0720/4
	Key Administrative & Business Skills for Secretaries and PA's, Johannesburg, (011) 454-5505	The Office Professional's Essential Toolkit, Cape Town, (011) 454-5505		
		Monitoring and Evaluation, Cape Town, (011) 678-2443		
	Conducting Meaningful EE Audits and Development of Effective EE Plans, Johannesburg, (011) 726-3040	Writing Financial Reports, Johannesburg, (011) 454-5505		
	Winning by Delivering 'World Class' Customer Service, Johannesburg, (011) 454-5505	Professional Office Management for the forward-thinking Secretary, PA or Administrative Professional, Johannesburg, (011) 454-5505		
		Talent Management Seminar, Johannesburg, (011) 880-8540	Diversity Seminar, Stellenbosch, (021) 762-5742	
	Fundraising Training for Non-Profit Organisations, Cape Town, 076 112 5384			
	The Legal Aspects of Management – A Practical Guide to South African Commercial and Labour Law Issues, Johannesburg, (011) 454-5505	Managing Projects with MS Projects, Johannesburg, (011) 454-5505		
		Writing Financial Reports, Johannesburg, (011) 454-5505		

NOVEMBER 2009 – WEEK 1 (continued)

<i>Monday (02/11)</i>	<i>Tuesday (03/11)</i>	<i>Wednesday (04/11)</i>	<i>Thursday (05/11)</i>	<i>Friday (06/11)</i>
	Achieving Sales on the Telephone, Port Elizabeth, (011) 461-6453	Event Management – The Office Professional’s Essential Toolkit, Cape Town, (011) 454-5505		
	Assertiveness Skills, Cape Town, (011) 678-2443	Implementing Practical Confidence and Assertiveness Skills, Durban, (011) 454-5505		
		Key Skills for Effective Managers, Pretoria, (011) 454-5505	On-Boarding Practices for New Managers: The First 100 Days, Cape Town, (021) 979-5172	
		Trainer Development Programme, Cape Town, (011) 796-0505		
Project Planning, Monitoring and Evaluation using Logical Framework Approach and Evidence-based Monitoring and Evaluation, Pretoria, (021) 424-0205				
		Basic Principles of Accounting, Johannesburg, (016) 986-3888		
		Excellence in Customer Service & Support, Johannesburg, (016) 986-3888		
	Business Etiquette & Personal Branding Workshop, Cape Town, (011) 865-0523		Certificate Course in Human Resource Management, Johannesburg, 0861 123 779	
	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Randburg, (021) 979-5172			
		Practical Sustainable Development and Reporting for BBBEE, Cape Town, 0861 11 3094		
		BEE Champions, Johannesburg, (011) 442-2433		

NOVEMBER 2009 – WEEK 2

<i>Monday (09/11)</i>	<i>Tuesday (10/11)</i>	<i>Wednesday (11/11)</i>	<i>Thursday (12/11)</i>	<i>Friday (13/11)</i>
Assertiveness Skills, Johannesburg, (011) 678-2443	Skills, Techniques & Strategies for Successful Debt Collection, Johannesburg, (011) 454-5505	An Introductory Course on Development TOR’s for an Evaluation, Durban, (012) 997-6059	Stress Management, Johannesburg, (011) 485-2150	Effective Use of the Telephone, Johannesburg, (011) 485-2150
Telephone Etiquette, Johannesburg, (011) 678-2443			An Introductory Course on Evaluating and Evaluation – Meta-Evaluation, Durban, (012) 997-6059	
Communication & Presentation Skills, Cape Town, (011) 678-2443		Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4	
Professional Switchboard, Reception & Frontline Skills, Johannesburg, 0861 BIZTECH		Labour Relations & Effective Discipline, Johannesburg, (011) 678-2443	Emotional Intelligence, Durban, (011) 678-2443	
The Secret to Success, Cape Town, (011) 704-0720/4		People Management for New Managers, Johannesburg, 0861 ASTROT (278 768)		
Managing Customer Service, Cape Town, (011) 442-4334		Emotional Intelligence: The Key to Personal Excellence and Effective Leadership, Johannesburg, 0861 ASTROT (278 768)		
New Manager’s Programme, Johannesburg, (011) 865-0523				
Internal Quality Auditing, Johannesburg, 082 454 5817			HIV/AIDS Workplace Management, Johannesburg, (011) 678-2443	
Project Management, Johannesburg, (011) 678-2443			Using Excel for Financial Managers, Johannesburg, (011) 454-5505	
Internal Quality Auditing, Cape Town, (021) 872-7322				Service Advantage Seminar, Cape Town, (021) 762-2844
Personal Effectiveness – Emotional Intelligence, Cape Town, (021) 462-7902				
Advanced Facilitation: Facilitating emergence, Cape Town, (021) 462-3902				

NOVEMBER 2009 – WEEK 2 (continued)

<i>Monday (09/11)</i>	<i>Tuesday (10/11)</i>	<i>Wednesday (11/11)</i>	<i>Thursday (12/11)</i>	<i>Friday (13/11)</i>
	The Professional Office Administrator, Johannesburg, (011) 431-1533		Assertiveness and Confidence at Work, Cape Town, (011) 431-1533	
			Using Excel for Financial Managers, Johannesburg, (011) 454-5505	
Scenarios as a Tool for Addressing Complex Social Challenges, Johannesburg, (011) 880-2462		Crystal Report Development, Johannesburg, 0861 ASTROT (278 768)		
		Supervisory Management, Cape Town, (011) 678-2443		
Management 1, Johannesburg, (011) 442-4334			The Art of Effective Telephone Skills, Johannesburg, (016) 986-3888	
Project Management, Midrand, (011) 468-1320				
Succeeding as a first time Supervisor, Cape Town, (011) 485-2150	Administration Skills, Johannesburg, (011) 678-2443	Key Administrative & Business Skills for Secretaries and PA's, Cape Town, (011) 454-5505	Innovative Coaching and Mentoring Practices for Managers, Randburg, (021) 979-5172	
Time Management, Johannesburg, (016) 986-3888		Mastering Excel for the Office Professional, Johannesburg, (011) 454-5505		
Start and Improve Your Business (SIYB) Training of Trainers seminar (8 – 20 November 2009), Johannesburg, (011) 781-1852/7263				
	Working with Finances, Accounts & Budgets for Non-Financial Managers, Durban, (011) 454-5505			
	Master the Art of Negotiation To Win & Close Deals, Johannesburg, (011) 454-5505			
		The Effective Executive Secretary/PA, Durban, (011) 454-5505		
	Competency-Based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Randburg, (021) 979-5172			
		Finance for Non-Financial Managers, Johannesburg, (011) 726-3040		
	Project Management for Non-Project Managers including Administrators, Assistants, PA's and Secretaries, Johannesburg, (016) 986-3888			
	Presentation Skills, Johannesburg, (016) 986-3888			
		Time Management, Cape Town, (016) 986-3888		
		Practical Sustainable Development and Reporting for BBBEE, Durban, 0861 11 3094		
		Business-wise Seminar, Midrand, (011) 865-0523		
		Swimming Together in a Swirling Tide: Breakfast Briefing and Discussion, Johannesburg, (011) 771-4249		
		BEE Champions, Bloemfontein, (011) 442-2433		
Leadership Development for Women, Johannesburg, (011) 678-2443				

NOVEMBER 2009 – WEEK 3

<i>Monday (16/11)</i>	<i>Tuesday (17/11)</i>	<i>Wednesday (18/11)</i>	<i>Thursday (19/11)</i>	<i>Friday (20/11)</i>
Implementing and Maintaining PRPs, Cape Town, (021) 872-7322	Secrets of Debt Collection Success, Johannesburg, 0861 BIZTECH	Introduction to ISO 22000, Cape Town, (021) 872-7322	The Psychology of Customer Service, Johannesburg, (011) 485-2150	Manager's Mistake, Johannesburg, (011) 485-2150
The National Credit Act, Johannesburg, 0861 BIZTECH		Managing Time for Results, Durban, (011) 704-0720/4		
Professional Report Writing Skills, Durban, (011) 704-0720/4	Presentations that Work, Benoni, (011) 442-4334	HACCP Team Training, Cape Town, (021) 872-7322		Business Image & Corporate Etiquette, Cape Town, (011) 704-0720/4
		Being Assertive!, Cape Town, (021) 685-7726		
		EQ in Leadership, Cape Town, (011) 704-0720/4		
Finance for Non-Financial Managers, Cape Town, (011) 678-2443				
People Management & Leadership, Pretoria, (011) 704-0720/4			Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	
HR Strategic Management Planning, Johannesburg, (011) 865-0523			HIV/AIDS Workplace Management, Cape Town, (011) 678-2443	
Advanced Project Management, Johannesburg, (011) 678-2443				
	Assertiveness and Confidence at Work, Johannesburg, (011) 431-1533		The Balanced Scorecard, Johannesburg, (011) 726-3040	
		Management Change in Project Environments, Johannesburg, (011) 447-7077	Submitting Winning Tenders, Johannesburg, (011) 454-5505	Radiant Receptionists, Johannesburg, (011) 787-6781
Successfully Managing Contracts and Supplier Relationships, Johannesburg, (011) 454-5505		Effective Business Writing Skills, Johannesburg, (011) 678-2443		
		The Ultimate Sales Manager, Johannesburg, 0861 ASTROT (278 768)		
	A Secretary's Guide to Meetings and Minute Taking, Cape Town, (011) 454-5505	Finance for Non-Financial Managers, Johannesburg, 0861 ASTROT (278 768)		
		Risk Management, Johannesburg, 0861 ASTROT (278 768)		
		Monitoring and Evaluation, Durban, (011) 678-2443		
Winning Ways: Persuade, Influence and Negotiate, Johannesburg, (011) 582-3300		Change Management, Bellville, (021) 957-6823	Implementing Practical Confidence and Assertiveness Skills, Johannesburg, (011) 454-5505	
Start and Improve Your Business (SIYB) Training of Trainers seminar (8 – 20 November 2009), Johannesburg, (011) 781-1852/7263				
	Telephone Etiquette and Frontline Reception Skills, Bloemfontein, (011) 454-5505	The Effective Executive Secretary/PA, Pretoria, (011) 454-5505		
		Professional Office Management for the forward thinking PA or Administrative Professional, Durban, (011) 454-5505		
	The Art of Effective Telephone Skills, Cape Town, (016) 986-3888	Using Excel for Financial Managers, Durban, (011) 454-5505		
		Advanced Collection Skills and Receivables Management, Cape Town, (011) 454-5505	The National Credit Act Workshop, Cape Town, (011) 454-5505	
		Winning by Delivering 'World Class' Customer Service, Johannesburg, (011) 454-5505	Getting Things Done with Microsoft Outlook and Other Productivity Tools, Johannesburg, (011) 726-3040	
	Practical Financial Modeling Techniques Using Excel, Johannesburg, (011) 726-3040			
Coaching & Mentoring, Cape Town, (011) 796-0505			Talent Management & Succession Planning, Cape Town, (021) 979-5172	
	New Manager's Programme, Cape Town, (011) 865-0523			
The Balanced Scorecard Bootcamp, Johannesburg, (011) 771-7000				

NOVEMBER 2009 – WEEK 3 (continued)

<i>Monday (16/11)</i>	<i>Tuesday (17/11)</i>	<i>Wednesday (18/11)</i>	<i>Thursday (19/11)</i>	<i>Friday (20/11)</i>
Logical Framework Approach – Designing a Project that Works, Durban, (031) 304-9305			BEE for HR Professionals, Cape Town, (011) 442-2433	
	Project Management for Non-Project Managers including Administrators, Assistants, PA's and Secretaries, Cape Town, (016) 986-3888			
		Report Writing Skills, Johannesburg, (016) 986-3888		
	Competency-based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Cape Town, (021) 979-5172			
	Project Management, Johannesburg, (011) 865-0523			
		Creating a High Performance Culture, Johannesburg, (011) 880-8540		
	BEE Champions, Cape Town, (011) 442-2433			
		Preferential Procurement, Cape Town, (011) 442-2433		
	Directors' Duties, Johannesburg, registrations@iir.co.za			

NOVEMBER 2009 – WEEK 4

<i>Monday (23/11)</i>	<i>Tuesday (24/11)</i>	<i>Wednesday (25/11)</i>	<i>Thursday (26/11)</i>	<i>Friday (27/11)</i>
A Practical Introduction to Project Management, Johannesburg, (011) 431-1533		More Hours in Your Day, Johannesburg, (011) 485-2150	Time Management, Durban, (011) 678-2443	Customer Service, Johannesburg, (011) 678-2443
Implementing and Maintaining BRC, Cape Town, (021) 872-7322		Chairing & Managing Business Meetings, Cape Town, (011) 704-0720/4	Communication & Presentation Skills, Johannesburg, (011) 678-2443	
Professional Development for Secretaries and PA's, Johannesburg, (011) 431-1533			Professional Report Writing Skills, Cape Town, (011) 704-0720/4	
Effective Business Writing Skills, Durban, (011) 678-2443			Attracting, Developing and Retaining Generation Y Workers, Johannesburg, (021) 979-5172	
Project Management, Durban, (011) 678-2443				
Handling Meetings Effectively, Johannesburg, (016) 986-3888	Sell – Don't Tell, Johannesburg, (011) 485-2150	Auditing Food Safety Systems, Cape Town, (021) 872-7322		
Using Excel for Financial Managers, Bloemfontein, (011) 454-5505		Mastering the Art of Training, Johannesburg, 0861 ASTROT (278 768)		
	Project Management for Non-Project Managers, Johannesburg, (011) 704-0720/4		Corporate Governance – Complying with King, Johannesburg, 0861 ASTROT (278 768)	
	Quality Customer Service, Pretoria, (011) 704-0720/4		Key Skills for Effective Managers, Durban, (011) 454-5505	
Becoming the Best Team Secretary/Administrator, Johannesburg, 0861 BIZTECH			Build and Execute Your BEE Strategy with the Transcend BEE Masters Course, Johannesburg, (011) 442-2433	
Key Elements of Successful Newsletters, Johannesburg, 0861 BIZTECH			Highly Professional Business Writing Skills for Secretaries and PA's, Johannesburg, (011) 454-5505	
	Strategic Planning, Benoni, (011) 442-4334			

NOVEMBER 2009 – WEEK 4 (continued)

<i>Monday (23/11)</i>	<i>Tuesday (24/11)</i>	<i>Wednesday (25/11)</i>	<i>Thursday (26/11)</i>	<i>Friday (27/11)</i>
Mastering Minutes and Meeting Protocol, Johannesburg, 0861 BIZTECH		Working with Finances, Accounts & Budgets for Non-Financial Managers, Johannesburg, (011) 454-5505		
Becoming the Best Customer Service Professional, Johannesburg, 0861 BIZTECH		Implementing Practical Confidence and Assertiveness Skills, Cape Town, (011) 454-5505		
	Quick, easy to learn Speed Writing for Secretaries and PA's using the EasyScript method, Durban, (011) 454-5505			
	Mastering Excel for the Office Professional, Cape Town, (011) 454-5505			
	Effective People Management Skills, Johannesburg, (011) 454-5505	Events Management, Johannesburg, (011) 726-3040 Business Etiquette & Personal Branding Workshop, Johannesburg, (011) 865-0523		
	Practical Credit Assessment and Credit Management, Johannesburg, (011) 454-5505	Office Administrator, Johannesburg, (011) 865-0523 Preferential Procurement, Johannesburg, (011) 726-3040		
	Job and Competency Profiling, Johannesburg, (011) 726-3040 Business English, Johannesburg, (016) 986-3888			
Front Desk Excellence, Johannesburg, (011) 865-0523		Project Management Essentials, Cape Town, (011) 726-3040		
	The Dawn of a New Era for HR: Professional Review, Cape Town, (011) 880-8540			
	Talent Management & Succession Planning, Johannesburg, (021) 979-5172			
Emotional Intelligence, Johannesburg, (011) 678-2443				
Human Resource Management, Cape Town, (011) 678-2443				
Women in Management, Cape Town, (011) 678-2443				

DECEMBER 2009 – WEEK 1

<i>Monday (30/11)</i>	<i>Tuesday (01/12)</i>	<i>Wednesday (02/12)</i>	<i>Thursday (03/12)</i>	<i>Friday (04/12)</i>
Managing Time for Results, Pretoria, (011) 704-0720/4	English Communication Skills, Johannesburg, (011) 431-1533 Professional Report Writing Skills, Pretoria, (011) 704-0720/4		Team Building, Johannesburg, (011) 678-2443	The National Credit Act, Johannesburg, (011) 454-5505
English Communication Skills, Johannesburg, (011) 431-1533	Succeeding as a First Time Supervisor, Johannesburg, (011) 485-2150	Writing Effective Reports, Johannesburg, (011) 431-1533	Diversity Management Durban, (011) 678-2443	Supervisory Skills, Pretoria, (011) 704-0720/4
Succeeding as a first time Supervisor, Durban, (011) 485-2150		Effective Business Writing Skills, Cape Town, (011) 678-2443		
	Diversity Management, Johannesburg, (011) 678-2443		Time Management for Office Professionals, Johannesburg, (011) 431-1533	
Business Writing: The Unwritten Rules, Johannesburg, 0861 BIZTECH		Customer Service, Durban, (011) 678-2443	The Secret to Success, Johannesburg, (011) 704-0720/4	

DECEMBER 2009 – WEEK 1 (continued)

<i>Monday (30/11)</i>	<i>Tuesday (01/12)</i>	<i>Wednesday (02/12)</i>	<i>Thursday (03/12)</i>	<i>Friday (04/12)</i>
The Complete PA: Step Up and Stand Out, Johannesburg, 0861 BIZTECH		Business Image & Corporate Etiquette, Johannesburg, (011) 704-0720/4	Key Skills for Effective Managers, Cape Town, (011) 454-5505	
The Total Team Leader, Johannesburg, 0861 BIZTECH		Business Professionalism and Competency, Johannesburg, (011) 485-2150		
Telephone Etiquette, Cape Town, (011) 678-2443				
Assertiveness Skills, Durban, (011) 678-2443				
			Assessor Training, Cape Town, (021) 957-6823	
			The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (278 768)	
			Project Management, Cape Town, (011) 678-2443	
			Supervisory Management, Johannesburg, (011) 678-2443	
			Project Management, Johannesburg, (011) 678-2443	
			Project Management for Non-Project Managers, Johannesburg, 0861 ASTROT (278 768)	
			The 3-day MBA, Johannesburg, 0861 ASTROT (278 768)	
		Afrinead Symposium 2009, Cape Town, (028) 316-2525		
			Effective Speaking & Presentation Skills, Cape Town, (011) 796-0505	

DECEMBER 2009 – WEEK 2

<i>Monday (07/12)</i>	<i>Tuesday (08/12)</i>	<i>Wednesday (09/12)</i>	<i>Thursday (10/12)</i>	<i>Friday (11/12)</i>
Professional Development for Secretaries and PA's, Johannesburg, (011) 431-1533		The Professional Receptionist, Johannesburg, (011) 431-1533	Stress Management, Johannesburg, (011) 678-2443	Implementing the Law of Attraction, Johannesburg, (011) 678-2443
Diversity Management, Cape Town, (011) 678-2443				
A Practical Introduction to Project Management, Johannesburg, (011) 431-1533		Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		
		Effective Business Writing Skills, Johannesburg, (011) 678-2443		
Strategic Planning & Change Management, Johannesburg, (011) 678-2443			Managing Time for Results, Cape Town, (011) 704-0720/4	Key Administrative & Business Skills for Secretaries and PA's, Cape Town, (011) 454-5505
People Management & Leadership, Cape Town, (011) 704-0720/4			Stress Management, Durban, (011) 678-2443	
Supervisory Management, Durban, (011) 678-2443				
Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443				
Mastering Confidence, Influence and Assertiveness, Johannesburg, 0861 BIZTECH			Negotiating for Result, Johannesburg, (011) 704-0720/4	
			Project Management, Midrand, (011) 468-1320	
Graphs, Statistics and Numerical Reporting, Johannesburg, 0861 BIZTECH			Bridging the Gape: From Technical Person to Manager, Johannesburg, 0861 ASTROT (278 768)	
			Business Contracts & SLAs, Johannesburg, 0861 ASTROT (278 768)	
Practical Project Management for PA's and Administrators, Johannesburg, 0861 BIZTECH		Change Management, Bellville, (021) 957-6823	Dealing with Difficult People, Johannesburg, (011) 454-5505	
King III, Cape Town, (011) 771-7000	Professional Office Management for the forward thinking Secretary, PA or Administrative Professional, Cape Town, (011) 454-5505		BEE for HR Professionals, Johannesburg, (011) 442-2433	
		Mastering Excel for the Office Professional, Pretoria, (011) 454-5505		

DECEMBER 2009 – WEEK 2 (continued)

<i>Monday (07/12)</i>	<i>Tuesday (08/12)</i>	<i>Wednesday (09/12)</i>	<i>Thursday (10/12)</i>	<i>Friday (11/12)</i>
		Preferential Procurement, Johannesburg, (011) 442-2433	Telephone Etiquette and Frontline Reception Skills, Johannesburg, (011) 454-5505	
	BEE Champions, Johannesburg, (011) 442-2433			

DECEMBER 2009 – WEEK 3

<i>Monday (14/12)</i>	<i>Tuesday (15/12)</i>	<i>Wednesday (16/12)</i>	<i>Thursday (17/12)</i>	<i>Friday (18/12)</i>
			Telephone Etiquette and Frontline Reception Skills, Durban, (011) 454-5505	

JANUARY 2010 – WEEK 5

<i>Monday (25/01)</i>	<i>Tuesday (26/01)</i>	<i>Wednesday (27/01)</i>	<i>Thursday (28/01)</i>	<i>Friday (29/01)</i>
		Business-wise Seminar, Cape Town, (011) 865-0523		