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 Boom time for property development in Durban

Guest column
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 Businessman Miles Dally on success and building a brand

HQ Durban
 Top JSE firms love doing business in KZN

The people you need to know
 Investment agencies that make the province tick



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Let's get it done



From the EDITOR

*A hearty welcome to **KZN INVEST**. The publication is aimed at a select group of influential people and is KwaZulu-Natal's ultimate brag book – the only magazine dedicated to success and accomplishment in South Africa's best province*



PICTURE: DURBAN TOURISM

For most who read this, we're preaching to the converted. KZN residents know this is THE province in which to live, work and play. This magazine has its roots in *Business in Durban* which was remodelled to cover the entire province. It is proudly published by Media24 as a testament to all the good in KZN.

In this magazine you'll find critical information about doing business in KZN, from the pillars of the province's sophisticated economy to corporates and entrepreneurs.

The intended editorial approach of this publication is robust. We are 100% committed to economic growth in KZN, but won't be kowtowing to the powers that be nor are we interested in being purveyors of Pollyanna news.

Our country is seized with radical economic transformation. Beyond the banner waving and slogans, it is a critical debate. If I had a buck for every time I've

heard a politician wax lyrical about transforming the economy for the better, I'd be worth a fortune. The crux of successful economic development, of course, is HOW to grow and transform to create more jobs and a better life for all.

The day this magazine was put to bed there was a great debate hosted by a channel belonging to the public broadcaster. Listeners were engaging on a report put out by the Auditor-General which said irregular expenditure in South African municipalities shot up by an astonishing 75% in the last year, from R16-billion to R28-billion. The A-G said there were glaring governance, leadership and oversight lapses at local government level.

On the same day a media outfit reported that the A-G in KZN had stopped auditing the books of eThekweni Metro and had removed its staff from the council after receiving a series of death threats.

Listeners to the talk show unleashed a litany of despair around the ruling party's cadre deployment and cronyism, while the talk show host bemoaned the fact that accountability was at the heart of democracy and it seemed it was sorely wanting in certain quarters. The fact that the discussion happened on state radio is encouraging. The media is fiercely independent and vigorously defends democracy.

On the same day as the talk show there was an announcement that KZN's Dube TradePort had attracted a multi-million rand investment from automotive giant Mahindra to produce 2 500 vehicles a year. That came a week after British Airways announced plans to introduce direct London-Durban flights three times a week.

This magazine is filled with hopeful stories – stories that are a fair representation of where the economy in KZN is at. But, there is massive room for improvement in creating stability and an environment for good, honest and sustainable business to grow.

Politicians need to buck up and play a meaningful part in this, but everyone has a role to play in this region's success.

The country has a new president and the last chap, a maestro at singing and dancing (to the tune of state capture) has left the building. There is much work to do, but also much to rave about.

In this edition we profile all the investment agencies and some of the key role players you need to know when doing business in KZN. We look at the major stock exchange listed companies in the province, and take a sober look at the rag trade in KZN. We highlight some big developments and take a look at how local firms are helping to create unique brands in the province, all encompassed by a uniquely Durban word – KIFF.

I hope you enjoy this ensemble. Please be in touch.

Greg

gregarde@gmail.com

Following THE CRANE

It's a quick indicator of economic activity – cranes against the perfect blue East Coast skyline, and fortunately KwaZulu-Natal is forging ahead with some interesting new developments. Suncoast Casino is continuing with its expansion, and the Beverly Hills Hotel has announced its own. Major shopping malls are stretching their wings and even mega commercial developments such as the Clairwood Logistics Park and Cornubia's mixed-use development are taking shape. And work on the long awaited Durban Cruise Terminal is finally underway. Shirley le Guern looks at a few more



NEDBANK PARK SQUARE

Nedbank's R1-billion Park Square development – in the fast-growing uMhlanga Parkside node adjacent to Chris Saunders Park and opposite Gateway shopping centre – is on track for completion in October. Following the lead of other financial institutions,

Nedbank now owns its own wedge of uMhlanga and is punting this as the ultimate in future forward working environments. The Four Star Green Star-rated building includes 36 000m² of commercial space, 4 000m² of retail and an impressive 3 500m² open public piazza.

Park Square has already secured a series of high profile tenants including

Nedbank, Spar and IBV International Vaults. The office component of Park Square spans five blocks along the perimeter of the development site while the retail space is located at ground level surrounding the piazza.

Close proximity to Durban's Bus Rapid Transport system ticks another box and developers believe the arcade will become a primary thoroughfare.

UMHLANGA ARCH

Umhlanga Arch is rapidly adding big name tenants including the Hilton Hotel Group and SMG BMW. Umhlanga Arch is positioned on the slopes of uMhlanga Ridgeside and is a R1,3-billion development, characterised by an iconic sea-facing arch configuration and European-inspired high streets. The residential component of this upmarket mixed-

use development offers smart-ready apartments and double volume lofts, while the office space is attracting much interest.

It will be home to the province's first Hilton Garden Inn. Due to be complete in 2020, it will not only be a good fit for international and local travellers, but will feed into the business hub of this bespoke, mixed-use development. It will offer a business centre, fitness hub, outdoor pool and various food and beverage outlets, including a garden and lounge bar.



SIBAYA

Sibaya, the seafront land opposite the eponymous casino, is among the biggest private sector builds underway in Durban. It is situated 4km from uMhlanga and equidistant to the airport. The pristine real estate has breathtaking views of the sea and the coast from uMhlanga to the CBD.

One developer there, Charles Thompson, is responsible for R4-billion in direct build, not counting re-sales. He launched the project in November 2016, and has already built two of three phases, selling hundreds of units off plan. Thompson's ID Construction is leading the Sibaya development, with 700 people on site and 70 sub-contractors.

The public PURSE

Belinda Scott, KZN's Minister of Finance, talks to KZN INVEST about clean audits, a zero tolerance to fraud and corruption, and infrastructure investment as a key driver for economic growth and job creation

KwaZulu-Natal has a sizeable, mature business infrastructure underpinned by a commitment from government to be thrifty with taxpayers money. ANC MPL, Belinda Scott, is the provincial Minister of Finance, presiding over a R120-billion budget. Most of this (R98-billion) is spent on education and health. R10-billion is spent on transport, and the balance on a variety of allocations ranging from economic development to housing, to the legislature and softer issues like arts and culture. Scott is a veteran in public finance and

completed 256 forensic investigations out of 383 allegations received for this period, with 127 investigations still in progress. About 98% of these relate to procurement fraud and corrupt practices. Nearly 100 forensic reports have been released to the Directorate of Priority Crime Investigations for criminal investigation, 10 of which are currently before the courts, while the Forensic Unit has had 39 successful convictions since 2009."

Treasury is undeterred in its commitment to reduce the rand value affected by fraud and corruption in the public service, with a zero tolerance to fraud and corruption. In this vein, Scott has appointed a professional Provincial Audit and Risk Committee (PARC) which, *inter alia*, provides oversight on reported and investigated matters of fraud and corruption affecting provincial departments. PARC is further tasked with conducting risk assessments in all provincial departments and recommends mitigation strategies against corruption. PARC also works in collaboration with provincial internal auditors, to whom they directly provide oversight, and with the Auditor-General of South Africa.

"During this period of sluggish global economic growth, the South Africa Government has needed to embark on a period of fiscal consolidation and budget prudence in order to ameliorate the structural deficit (expenditure exceeding revenue). The government is focusing its efforts on the protection of key service delivery and infrastructure programmes. To achieve this, savings have been made through the stringent monitoring of government's salary spend.

"Unfortunately, infrastructure spend in government has declined as a result of budget cuts, but Treasury has ensured that infrastructure development remains a strategic provincial goal, and has maintained an infrastructure budget of between R11-billion to R12,4-billion over the past five

years. While there are a significant number of new infrastructure projects, our current approach on infrastructure expenditure in government focuses on the upgrading, rehabilitation and maintenance of existing infrastructure, to ensure that public facilities are kept at an optimal level.

"Infrastructure investment is a key driver for job creation and critical for economic growth in South Africa. Infrastructure build can not be limited to government alone, so we vigorously pursue a partnership with the private sector, and embark on active drives to attract global players to invest in our province.

"We are the holders of the public purse and must account for the

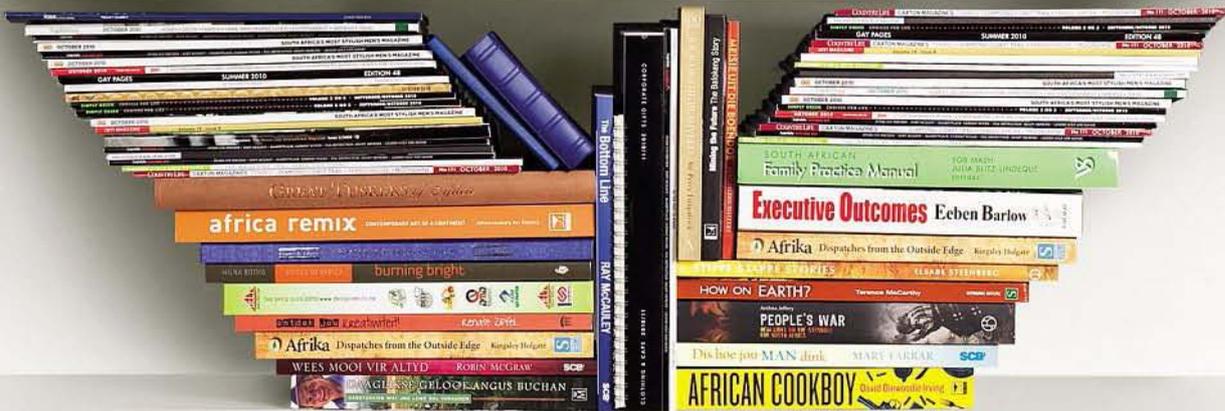
provincial budget. Treasury performs oversight in a number of ways and at different levels of frequency. We prepare monthly expenditure reports that are submitted to National Treasury and we keep the executive informed on provincial spending patterns. Performance reports are used for formal bilateral engagements with each department throughout the year. This rigorous approach has resulted in the province spending more than 99% of its budget for seven consecutive years – a milestone we are proud of. And each provincial department has to table an annual performance plan in the legislature." *



government oversight, having served on the public accounts and finance committees in the KZN Legislature for 20 years. KZN INVEST spoke to Scott about managing the public purse.

"The KZN Provincial Treasury has received a clean audit for eight consecutive years and is comprised of seasoned finance professionals of an exceptionally high calibre. They have demonstrated their commitment towards clean and efficient governance.

"Treasury has a Forensic Audit Unit that focuses mainly on investigating fraud and corruption allegations in provincial government. Against all odds, since 2009, the unit has



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Trade & Investment KwaZulu-Natal is a South African trade and inward investment promotion agency (IPA), established to promote the province of KwaZulu-Natal as an investment destination and to facilitate trade by assisting local companies to access international markets.

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NEWS



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MANDATE SERVICES

Trade & Investment KwaZulu-Natal is a South African trade and inward investment promotion agency established to:



Promote, brand and market the province of KwaZulu-Natal as an investment destination



Facilitate trade by assisting local companies to access international markets



Identify, develop and package investment opportunities in KwaZulu-Natal



Provide a professional service to all clientele



Retain and expand trade and export activities



Link opportunities to the developmental needs of the KwaZulu-Natal community

PUTTING KZN ON THE MAP



Trade & Investment KwaZulu-Natal plays an instrumental role in promoting the province as the premier investment destination through promotion and packaging of investment opportunities as well as providing professional expertise to potential international and local investors.

Tasked with sustainable growth in KwaZulu-Natal for the benefit of all its citizens, Trade & Investment KwaZulu-Natal's main responsibility is to enhance sector and industrial development through trade, investment and exports.

The strategically-located province is a catalyst for global trade and a portal between KwaZulu-Natal and the world.

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- Business market intelligence

EXPORT ADVISORY SERVICES

- Access to international trade exhibitions
- KwaZulu-Natal export portal profiling
- Decision support model market intelligence

INVESTSA ONE STOP SHOP SERVICES

- Specialist investment advisory and facilitation services
- Permits
- Registration
- Licensing
- Market intelligence
- Advice on business processes and locating in KwaZulu-Natal
- Company matchmaking services

REASONS TO INVEST IN KWAZULU-NATAL

- In close proximity to and within easy access of South Africa's two largest ports, Durban and Richards Bay, and King Shaka International Airport for air cargo
- Access to the large labour pool
- Diverse cultures
- Gateway to other African countries
- World-class transport and telecommunications infrastructure
- Investment and export incentive schemes
- Mature manufacturing base
- Idyllic climate

The agency is equipped with the professional expertise and experience as well as national and international networks geared to maintaining and growing KwaZulu-Natal's competitive advantage as a premier investment destination and leader in export trade.

We've had an incredible journey," says Dally, who joined what was then Rainbow Chickens in 2003, bringing with him over 30 years' experience in the consumer goods industry.

But it was never going to be more of the same. Today the company is one of South Africa's largest food producers.

Rainbow started out on a farm in Hammarsdale in 1960 and built its first processing plant in the same area three years later. It was listed on the Johannesburg Stock Exchange in 1989.

It changed its name to RCL Foods in 2013 and headed on a path of strategic acquisitions, and a move away from commodities to value add. The first addition was Vector Logistics in 2004.

Dally says when entrepreneur Stan Methven started Rainbow, there were no large supermarket chains like Pick n Pay and Shoprite Checkers. "I&J (with its in-house distribution arm, Vector) was the frozen goods distributor and he signed a contract in perpetuity with them. They bought his chicken and paid him in seven days. After that it was I&J's job to get them into the market. Branding wasn't as strong or as important."

By the time Dally arrived at Rainbow, the world had changed. Rainbow accounted for about 70% of Vector's turnover, so it bought the company that now manages entire supply chains in a multi temperature format for restaurants like Nando's and Chicken Licken. Retailers then appointed Vector as its frozen foods distributor.

Next up was Foodcorp in 2013 and the addition of TSB Holdings in 2014. Controlling shareholder (Remgro), Dally and his team wanted to create



Up for the CHALLENGE

Doing business in Africa is not for the faint hearted – but RCL Foods' Chief Executive, Miles Dally and the company's more than 20 000 employees who have transformed the firm from a R8-billion to a R25-billion turnover business in just four years, are up for the challenges. Shirley le Guern reports



something more than chicken business. In addition to adding some big name brands to the RCL FOODS portfolio – including Selati Sugar, Supreme Flour, Nola Mayonnaise, Yum Yum peanut butter, Ouma Rusks, and Bobtail and Catmor pet foods – this created a business model that combined four separate businesses into one.

The company now has three divisions – a consumer division, sugar and milling division, and logistics division – and this new diversified RCL provided resilience, particularly important when navigating the challenges of the poultry sector. RCL then faced a perfect storm – spiraling input costs, and the dumping of chicken by exporters who also benefit from subsidies and controversy

surrounding brining. Sixty percent of the cost of growing chicken is feed, and both the soya and maize are governed by world prices.

Just after the 2008 global financial crisis, soft commodity prices went through the roof and input costs rose dramatically. The price of maize went from R700 a ton to over R3 000 a ton.

In 2009, RCL paid R1-billion more for maize, and feed costs have only recently come down. Cash strapped local poultry producers responded by adding more brine to chicken to boost bird weights, a common global practice that makes chicken more succulent, though it can be taken to extremes. RCL limited its brining to 30%. To tip the scales still further, dumping of chicken pieces by importers put pressure on prices.

RCL Foods appealed to government to stop the dumping – a battle they're yet to win. The end result was what Dally refers to as tragic. The company closed farms and took out one shift in Hammarsdale at the expense of 1 350 jobs.

“For five years we made a loss of around R250-million. Our shareholders were very patient. We've gone from five million birds a week at our peak to about 3,7 million.” The outcome of this restructuring was the creation of a more resilient business that could endure feed price fluctuations or peaks in local supply.

For Dally, the lesson learnt is that government and business need to work more closely together. “Poultry producers should not be at risk. The lack of adequate protection just means that business is being given to importers who provide very few jobs. Producers in Brazil or elsewhere in the world benefit instead.”

The situation in the sugar industry is similar. The local sugar industry has contracted by 22% as global producers that enjoy substantial subsidies have dumped sugar at well below the world price. Dally says government and the sugar sector are now at one with duties adjusted to provide some protection.

“But, in the interleading period, we have lost so much volume. There is still a lot of imported stock here which takes time to work out of the system.”

Additional challenges have been the

drought and the looming sugar tax. The difference with sugar is that both the industry and the product is far more flexible.

“If we looked at our business from a disruptor point of view like Uber and Air BnB, we've had to ask ourselves if, in 50 years' time, we would still have 70 000 hectares of land dedicated to growing green stuff to put little white crystals in our tea. I'm not so sure. We can look at ethanol if the right regulatory environment is provided.”

Going forward, RCL Foods has set its sights on Africa, already operating in Swaziland, Namibia, Botswana, and Uganda. Acquisitions and joint ventures have established it as an African food producer of scale and Dally sees further opportunities to enter into joint ventures with established players.

“We want to employ people and grow. Expanding from an R8-billion to a R25-billion turnover business wasn't the destination – it was the first major step”

“We've created a large organisation with the capability both from a balance sheet and people point of view to make some sizeable acquisitions. We can look at R3-billion to R10-billion turnover businesses. What we would like to get is added value food and move away from the commodity space. There's a lot of activity taking place and we are constantly on the lookout.”

RCL Foods is also investing consistently behind its own brands. As South Africa's largest pet food manufacturer, it has spent R150-million on its Randfontein facility and has just re-launched its Bobtail and Canine Cuisine brands. It is about to add upmarket varieties that Dally believes will revolutionise the pet food market in South Africa.

At the same time, it has also invested R120-million in its maize-based drinks brands and is looking at further innovations within its broader grocery portfolio. R325-million has also been spent on upgrading Vector's Durban and Cape Town facilities as well as rental sites in Coega.

“We want to employ people and we want to grow. We have told the market that we want to double the size of this business. Expanding from an R8-billion to a R25-billion turnover business wasn't the destination – it was the first major step,” he says. *



PICTURE: DURBAN TOURISM

Heading to DURBAN

To be or not to be. Less than 20 of the more than 370 listed companies on the Johannesburg Stock Exchange have their head offices in Durban. Shirley le Guern takes a closer look at why Durban is not attracting more head offices to our shores

Dushyant Savadia, founder and CEO of rapidly expanding multinational ICT company, Amber Connect, spent time in each of South Africa's major cities deciding where to locate his regional head office. The obvious choice was Johannesburg, the historical financial capital of South Africa and home to the mining sector. Instead, he chose Durban. He recalls visiting the port and realising that the large numbers of trucks heading for the hinterland meant significant opportunities for his vehicle tracking business.

But, with a heart for creating employment, he also realised that many talented young professionals were also heading inland looking for opportunities. By basing his business in Durban, he believed he could create employment opportunities closer to home and help grow a talent pool that would attract other companies.

Dumile Cele, chief executive of the Durban Chamber of Business and Commerce, also believes it's imperative that more head offices are located in Durban and says that business leaders in the province are already discussing ways to entice bigger businesses to establish themselves here.

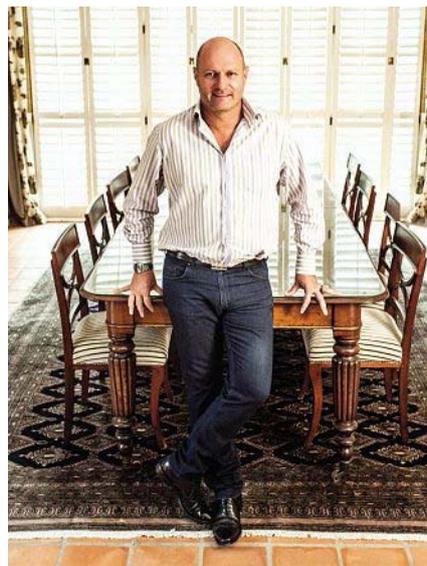
Closely aligned with the dearth of head offices is the low number of local companies that are listed on the Johannesburg Stock Exchange. Less than 20 of the total 370 plus listed companies call Durban home.

While, in the past, it made sense for major institutions to set up shop in the same city as the bourse, today's technology obviates that. Instead, it may be more efficient and cost effective to site administration centres closer to the country's busiest port which is the main entry point for goods in an import weighted economy.

But first you must deal with perceptions. Despite being the second largest contributor to gross domestic product, Durban is seldom seen as a major business hub but rather as a holiday destination.

So, does that mean there's a deep rooted strategic weakness? Not necessarily.

In the heyday of listings in South Africa – the 90s – KZN was home to South Africa's clothing and textile industry with many of the bigger



ABOVE: WESSEL JACOBS, CEO OF JACOBS CAPITAL.

names including Frame, Glodina, and Ninian & Lester listed on the JSE.

Many of the province's success stories, including Mr Price, Spar, Grindrod and Tongaat Hulett, remain listed while others – such as automotive equipment group T&N Holdings, infamous financial services company, Tigon, and the ill-fated Coastal Group – are gone.

Both culturally and historically, KZN has been the centre of family businesses and an incubator of small and, ultimately, medium-sized,

businesses. Some successful listed companies that hail from the East Coast started out as family businesses – think Grindrod, Tongaat Hulett, Bell Equipment and Crookes Brothers.

Given that, according to KPMG, family businesses contribute an estimated 70% of global GDP and are both more resilient and better performers, this is good news for KZN.

But it doesn't follow that family businesses ultimately find their way to the JSE. In fact, some of the province's most established and respected companies remain happily independent. Good examples are the Willowton Group, Hirsch's, JT Ross and Shree Properties.

Head trader at stock broker and wealth management business, Sasfin Securities, Mohil Bandulal, believes that many heads of family owned companies could even go so far as seeing their businesses as a guarantee of employment for family members they have paid to educate in an economy where many graduates struggle to find jobs.

It doesn't end there. Stalwarts in the Durban business community such as Bandulal believe there might have been a complete change of how businesses fund themselves and that the need for a listing has fallen by the wayside.

Whereas, back in the day, a listing was a real measure of influence and something to which many growing companies aspired, now there are alternatives.

He points out that "the most expensive debt is equity" as companies need to pay shareholders dividends in perpetuity. With low interest rates, commercial loans are more accessible and banks are more active in this space.

Another cost issue is meeting the stringent requirements of the JSE.

Wessel Jacobs, CEO of private equity and business advisory firm, Jacobs »

Capital, which has also chosen Durban for its head office, points out that compliance is onerous if a business does not have the necessary systems in place.

Jacobs Capital's team of investment experts crafted the buyout of Masonite which was the oldest listed company on the Johannesburg Stock Exchange last year. It has since been restructured and rebranded as Evowood with its head office in Durban and its manufacturing plant in Estcourt.

Jacobs says the decision to delist was based on using scarce resources to best effect. Nostalgia simply didn't come into it.

"The company was in distress and remaining listed with the necessary regulatory requirements put unnecessary pressure on the management team. It made more sense to focus our resources on the turnaround," he explains.

He, too, believes the reason for a company to list or remain independent is multi-dimensional with each firm's individual funding requirements and individual goals determining the best course.

"A lot of well established businesses have no dreams of grandeur. Many prefer to build their businesses strategically using cash in hand in a more conservative manner."

Business owners who want to build their organisations organically around a stable balance sheet also have a number of alternatives when it comes to funding and don't have to raise capital via the stock exchange.

A good example here is Durban head office Corobrik, South Africa's leading clay brick manufacturer.

Those opting for consistent growth rather than a rapid escalation are also better suited to commercial funding or even to partnerships. Jacobs notes that linking up with a private equity firm comes with the bonus of expertise to grow or turn around a business.

First National Bank's KZN business spokesperson, Michael Honeywell, adds that not having a head office in KZN doesn't necessarily mean that the province does not contribute to the earnings of large groups.

Virtually all of the corporates listed on the JSE have a footprint in KZN, he points out.

Bandulal, too, notes that some of the biggest companies – including SAPPI, Mondi, Engen and Bidvest – derive large portions of their revenue from KZN.

Then there are companies who have



ABOVE: RUWAYDA REDFEARN, DIRECTOR AND MANAGING PARTNER, DELOITTE.

chosen to do things the other way round with head offices in Durban and large production plants spread across the country and into Africa.

An example is RCL Foods, born out of Rainbow Chickens, which has its head office in Westville.

"We've got all the decision makers in this building. We have 12 000m² and 650 people here. We still have our operations round the country. But we have created a sought after destination for people to come and work in Durban because we are a big consumer goods company," says CEO, Miles Dally.

It is this example that Cele and Deloitte director and managing partner for KZN, Ruwayda Redfearn, wish to see become a benchmark for the province.

Redfearn is not convinced that the appropriateness of KZN as a head office has anything to do with counting the

number of listings.

Durban is also home to a number of multinationals which have no need for local listings, including the likes of Unilever, Beiersdorf (Nivea), Illovo, Sumitoma Rubber (which manufactures Dunlop tyres at its Ladysmith plant) and Toyota which became a wholly owned subsidiary of the Toyota Motor Corporation when its Japanese parent bought out the founding Wessels family and dropped its listing in 2002.

"Despite the number of listed companies decreasing in KZN, business people believe the region has potential for investment in warehousing and logistics, supply chain and distribution. It is here that most investment will happen rather than at the headquarters of listed companies. To attract more investment into the province, we need to understand what we are good at and what we can offer that Gauteng and the Cape cannot," she notes. *

INVEST in KwaZulu-Natal

“KZN is growing. There are vast opportunities to be explored and we want to engage with business. We’ve improved stability. This is a great place to invest.”

That’s the word from Sihle Zikalala, the provincial Minister of Economic Development, Tourism and Environmental Affairs at the recent announcement of the British Airways direct flights between London and Durban.

KZN INVEST showcases the primary investment agencies responsible for economic growth in KwaZulu-Natal.

Zoned for INDUSTRY

Considered to be one of South Africa's top 10 investment opportunities, Dube TradePort is all about promoting foreign and local investment

Durban born Hamish Erskine, 49, studied politics and sociology at the University of KwaZulu-Natal and Trinity College, Dublin, before returning to South Africa in 1994 where he worked for the Independent Electoral Commission. Later he joined the KZN Legislature and in 1998 joined the KwaZulu-Natal Economic Council as part of a team that set up the framework for Trade and Investment KZN. In 2003 Hamish joined the task team that developed Durban's new King Shaka Airport and the Dube TradePort Corporation (DTP). Seven years later both were opened and Hamish worked as the executive responsible for the commercial development of the entity and its various business units. He has headed DTP since February 2015.

❶ How do you explain to the average man what DTP does?

Dube TradePort's goal is to accelerate economic development within KwaZulu-Natal, particularly manufacturing through the mechanism of the Special Economic Zone. DTP provides specific infrastructure and business services targeted at investors. This includes operating the cargo terminal, trucking services, industrial and commercial property zones, full property operations, hi-tech agricultural infrastructure, purpose built property developments, telecommunications and data centre services, and a One Stop Shop. These units are supported by an in-house development, planning and infrastructure division to ensure we deliver new infrastructure and property in line with investor demands. We work very closely with investors to add value and create a stable environment for growth. We also work closely with the Black Industrialists Programme and KZN Growth Fund to provide the most conducive environment for localisation and new investment.

❷ In a modern, global economy, why is this important?

Cities, countries and even regions are all competing on the global stage. It is important to cultivate expertise and offerings that differentiate ourselves and amplify our competitive advantage. Our focus is strongly on the African market and given our location, resources and infrastructure we have

identified several sectors that KwaZulu-Natal can truly be competitive in within the continent as well as within the global value chain. These include the following targeted Priority Sectors: Logistics, aerospace and aviation-linked manufacturing and related services; agriculture and agro-processing, including horticulture, aquaculture, and floriculture; electronics and communications manufacturing and assembly; medical and pharmaceutical production and distribution; automotive; and new manufacturing methodologies in clothing and textiles.

❸ KwaZulu-Natal has a great strategic location and is home to Africa's busiest port. But, it's far from Europe, the US and the Middle East. How do you sell the region?

South Africa has very many sectors that are well integrated into global supply chains and Durban is the logistics gateway to the South African and SADEC markets. It is a natural location considered by investors wishing to participate in this market. The global economy prioritises markets and it is increasingly becoming apparent that we will see enormous growth in the African market. Durban and KZN's locational and competitive strengths are likely to become an increasing advantage as this market grows.

❹ There have been some interesting developments in respect of long-haul flights to Durban and investments in DTP. What does it foretell?

Durban is a long-haul destination from most of the world's major economic centres, so long-haul flights present a huge opportunity for Durban and KwaZulu-Natal as a whole. However, we have equal focus on our regional air services strategy which seeks to connect

Durban within the broader region. So far KSIA has services to Mauritius, Maputo, Lusaka, Gaborone, and Windhoek, and we are evaluating opportunities to help expand this network.

We have seen an upsurge in the volume of airfreight being processed through our cargo terminal. This connectivity affords us an opportunity to facilitate easier business and commercial travel, leading to better exposure of the investment opportunities, and stimulating our tourism. *





Flying HIGH

Selling tourism far and wide

Tourism KZN is headed by Phindile Makwakwa, who has deep institutional knowledge of the organisation she has been involved with for years. Passionate about the province she was raised in, Makwakwa and her staff are wired into the hospitality sector in KZN. Their agency is tasked by the government with nurturing the tourism industry in KZN, selling its offering far and wide. KZN has abundant natural and cultural assets and offers a variety of experiences, ranging from wildlife safaris to beach holidays, heritage tours, romantic getaways and adrenaline rushes for adventure junkies.

One of Tourism KZN's biggest triumphs is hosting the annual Africa Travel Indaba with 7 000 delegates from 80 countries and over 1 100 registered exhibitors.

The three day show injects almost R100-million into the KZN economy.

Makwakwa says Indaba was an "outstanding success" and it kicked off on a high note with British

One of Tourism KZN's biggest triumphs is hosting the annual Africa Travel Indaba with 7 000 delegates from 80 countries and over 1 100 registered exhibitors

Airways announcing that it would start direct flights from Heathrow to Durban from October 29.

The direct route will cut out time-consuming connecting flights, often via Dubai and Johannesburg and will commence with three flights a week on a Boeing 787-8 Dreamliner, which has 214 seats.

About 10 000 passengers currently fly via Johannesburg to London a year.

Makwakwa said Britain was already a priority in KZN's international market. Direct flights will boost provincial arrivals for both tourists and business travellers. "People moving encourages the movement of capital, which means that the economy is active and successful. When people make their travel choices, simple connectivity is high on the list of considerations. This direct connection between the two cities will certainly make our goal of packing and selling packages easier," Makwakwa says. *

Carol Coetzee is a chartered accountant who has headed up the commission since inception in 2013. Coetzee says research indicates that the first half of 2017 – of the 106 films released in South Africa – 10 were local titles, raking in R30-million, or 5% of the total box office taking of R568-million. In the last financial year, the South African film industry had a R12,2-billion impact on the local economy – direct impact of R4,4-billion on economic production, an indirect impact of R4,9-billion and an induced benefit of R3-billion.

Coetzee has a staff of 32 (including 12 interns) and an annual budget of R78-million. We asked her:

❶ **After salaries and operating costs, how**



Behind the CAMERA

The KwaZulu-Natal Film Commission is mandated to promote the province as a global destination for film production and to develop the film industry in KZN

much are you spending this year on movies?

We have consistently ensured that at least 60% of the budget goes towards the industry development projects which include audience development and human capital development. The key element is the funding of films – we have allocated R10-million towards new projects this year, however this is never enough in terms of the number of applications we receive during the year. KZN is the only province offering a film incentive in order to attract productions to its region.

❷ **In 2015/2016 you spent R12,6-million on film projects and R9,6-million the preceding year. Do you favour fewer, bigger funded projects or more, smaller projects?**

The film industry has a 2,89 multiplier effect. Topped with that we receive at least a threefold investment matching our investment into any production. As an example, we invest R1,2-million into a feature film, the producer needs to spend at least 50% of the total production budget in the region, but as a minimum spend a further

R3,6-million in the province. In total the production will therefore contribute R13,8-million into the local economy. Our key objective is to utilise the film fund for building skills of local filmmakers – either through their own projects or being employed by films.

❸ **What movie has been the standout success for the KZN Film Commission in terms of box office takings, empowering the local industry, and raising the profile of the province?**

The greatest success financially has been *Keeping up with the Kandasamys*

directed by Jayan Moodley and produced by the late Junaid Ahmed and Helena Spring, breaking all records and earning a conservative R16-million. More than 90% of the crew was from KZN, and comprised of 86% black filmmakers. The total spend in the province was R9,1-million, demonstrating the capabilities of the province while showcasing its unique and diverse locations.

❹ **Statistics and projections relating to the film industry are often dazzling. Do you think what you are doing is going to nurture an African Spielberg, earn an Oscar or indelibly brand KZN?**

There is no doubt that the quality of our films has improved and we can see a shift in consumer patterns. The talent coming through in KZN and South African is certainly mind-blowing – look at Lemogang Tsipa in his incredible performance in *Beyond the River* (another film we supported). In the next three years we will put 24 young film graduates through an intensive development programme mentored by industry experts where they will gain invaluable experience.

❺ **Is there anything that the KZN Film Commission is doing, or wants to do, to distinguish the industry and the local stage?**

KZN has always been known for its rich cultural history and yet not sufficient content has been produced which shares these amazing stories in a real authentic manner. We have a slate of heritage productions currently in development which aim to address this. We are realistic about what KZN can deliver and will not try to compare or compete with the established film centres in Gauteng or Western Cape – but we will stand out based on our authentic inspiring stories. *

Plug & play in eTHEKWINI

With an approved boost to their investment budget, Invest Durban is set to attract and retain significant foreign direct investment



Russell Curtis has headed up Invest Durban (previously DIPA) for 14 years. A former corporate banker, Curtis, 49, was educated in the USA and holds a degree in commerce, plus post-graduate qualifications in corporate finance and business administration.

Curtis – a tireless ambassador for business in eThekweni – manages a staff of 10, which will grow to 32 as the newly recommended City Council Resolutions for Invest Durban are implemented this year. These followed a World Bank and SA Treasury investigation into making a “step-change” for investment promotion in Durban. The investment budget is approved to quadruple and this will empower the entity to have more firepower to attract and retain significant foreign direct investment.

We asked Curtis four questions:

1 What's the easiest part of your job?

To show new visitors or the uninformed what the broader collective in business and government have achieved in Durban lately – and having the conversation with investors once they've landed here for the first time. You have to

convince people to actually come, but once they're here, they are often surprised at how sophisticated and beneficial it is. Our infrastructure and myriad networks allow them to immediately “plug and play”.

2 What's the most difficult part of your job?

Keeping business and government close. We must see one another as lifelong partners. Then we have to translate that engagement, understanding, and mutual appreciation into timely, practical implementations that grow the economy for the betterment of all.

3 Have you had triumphant moments with investors?

Samsung Electronics had extremely challenging requirements and the negotiations to get them here were fast-paced, plus exhaustive. They've invested about R300-million into their manufacturing plant and are looking to expand in multiples, beyond their 15 000m² facilities. Luring them was a real team effort and we had to break and remake new moulds to succeed. It was a triumphant moment because we worked together brilliantly, as we competed against other good locations across Africa.

4 How do you sell Durban and what do you prioritise in the pitch?

Durban has a tried and tested economy, packaged in a strong relational environment. We are SA's most award-winning city, with the unique position of having a lifestyle of business and pleasure, together in one city – this being confirmed by Mercer Consulting's global award for the best “Quality Of Life” ranking on the continent. We also have some of the largest HR pools in SA, with good skills development underway (for example, the University of KwaZulu-Natal is the second largest direct contact university on the continent).

Our economic growth rates are higher than the national average and we are outpacing many other regions given our Metro Port City endowments. The city's an infrastructure leader and has won multiple accolades from diverse sources to back this up, such as the Stockholm International Water Institute naming eThekweni as the “most progressive water utility in Africa and a forerunner in the world of utility-run service”.

On the tourism front – which is often a window into investment – we attract the largest number of domestic tourists regionally, and now that we have a gleaming airport, ranked by SKYTRAX as the Best Airport Staff in Africa for 2017, and second best airport in Africa by ACI, we will see our international tourist numbers climb.

Our strap-line is “We are geared for growth”, particularly in sustainable sectors where there are significant players and considerable opportunity. These include maritime and logistics, automotive, agri-processing, ICT and business process outsourcing, life sciences, plus of course tourism. *

Terence Delomoney is the general manager of King Shaka International Airport in Durban. A chartered accountant, Delomoney did his articles with Deloitte and worked for both the state railway and harbour authorities before joining the Airports Company South Africa (ACSA) in 2000.

He has been head of ACSA in Durban since 2008 and oversaw the move from the old airport to Durban's new facility in 2010 – an entity which has become a catalyst for accelerated development in KwaZulu-Natal.

In his time Delomoney has accumulated a wealth of experience relating to running an airport and dealing with international airlines. About 3 500 people are employed at King Shaka International Airport, including ACSA'S 440 staff. The airport's infrastructure is owned by ACSA to fulfil its core function – running an airport – and it is also in a partnership with the adjoining Dube TradePort (DTP).

Together they occupy about 2 060ha of land of which 900ha is the aviation platform. The 50-year plan for the airport could see it double in size and get another runway.

DTP occupies 400ha and runs a Special Economic Zone, agrizone and cargo terminal.



The balance of the land is in a joint venture between the two partners and is earmarked for growth.

“ACSA is a key partner in KZN's growth and our priority is to ensure our infrastructure and offering is aligned to provincial growth. We are constantly part of the conversation around growth. To be relevant we have to make flight accessible and constantly increase our connectivity.”

Durban has grown international flights in eight years from 90 000 to 300 000, with the bulk of those passengers being accounted for by Emirates. Other international and regional airlines include Air Mauritius, Turkish Airlines, Seychelles, Qatar, Air Namibia, Proflight Zambia, SA Airlink to Maputo, and from October 2018, British Airways, which will operate three direct Durban to London flights a week.

Delamoney, who sits on the board of Tourism KZN, believes KZN is a quality tourism offering at a good price. “We will always cater to domestic and global markets across the income spectrum. Our challenge is to utilise what we've got as best as we can to cater for all markets. The big gains will come in the high value tourism. The better we are able to do that the more we will put ourselves on the world map.” *

www.airports.co.za

Making the CONNECTION

Apart from running the airport, Terence Delomoney's key focus is on growing the business and putting Durban on the world map, which already sees 5,6-million passengers fly in and out of the airport annually

Putting Durban on the MAP

If there was a poster child for state-funded catalytic developments, the Durban International Convention Centre (Durban ICC) would be it



Built 21 years ago the ICC has had a profoundly positive impact on eThekweni. It has put the city on the world map having hosted a number of global conferences including the Commonwealth Heads of Government Meeting in 1999, and the 17th Conference of Parties of the United Nations Framework Convention on Climate Change – COP17 in 2011.

The centre was opened by Nelson Mandela in 1997 and has attracted a

host of statesmen and world famous celebrities, including Elton John, Queen Elizabeth II and Yasser Arafat, to mention but some.

Over the years, the Durban ICC has contributed more than R30-billion towards South Africa's GDP, has attracted over six million visitors to the city, and created work for 90 000 people between 2007 and 2017.

We spoke to the Durban ICC's CEO Lindiwe Rakharebe:

❶ The Durban ICC has notched up some amazing successes in its short life. How do you beat those?

While we are proud of the achievements we can never allow ourselves to relax our standards. We are constantly measuring our own performance, identifying areas of improvement and benchmarking ourselves against the best in the world.

❷ What is the Durban ICC's unique selling point when competing against 2000 convention centres worldwide?

We are blessed to have a range of unique selling points. We were South Africa's first international convention centre, which means we have the most experience in hosting international events. Secondly, we are the largest flat-floor, column-free event space on the continent, giving us the ability to host some of the largest global events, or alternatively to host numerous smaller events simultaneously within the centre. Finally, our customer service is the heartbeat of our centre, so we pride ourselves on delivering an authentic, warm African experience to every delegate who walks through our doors.

Over and above this, we are very proud of the destination in which we operate, which is the major draw-card in all our promotional activities.

❸ A conference centre is a classic

opportunity for a city to showcase itself, offering one-off exposure to delegates who might come back to Durban with family and friends.

Do Durbanites fully appreciate the importance of getting hospitality right?

I believe they do. Durban has a real understanding of the value of events, and has a long history of supporting events which come to the city. Keep in mind that Durban was the first city council to approve the construction of an international convention centre when the initial proposal from Operation Jumpstart was made in 1992.

In addition to this, Durban has long been "South Africa's playground" and we have been welcoming tourists to our beaches, hotels, restaurants and attractions for decades before this. That said, we need to remain the friendliest, warmest city whenever we welcome a visitor or tourist into our "home".

❹ How do you raise the consciousness of the average city dweller about the importance of laying out the red carpet for tourists, of looking after the goose that lays the golden egg?

We raise this consciousness by measuring and communicating the enormous positive impact which these events have on the city and the ability they have to create jobs and sustain jobs.

When the man in the street understands what a massive impact these events have on our economy they will know how important the delegates and tourists are to us. This is why the independent economic impact assessments are so important; they help to quantify the full impact of the delegates' spend in our destination and why we need to keep attracting these events to our shores. *

If ever a company had a vested interest in the city where it is headquartered, it is Tongaat Hulett Developments, part of the Southern African multinational Tongaat Hulett Limited, which is listed on the Johannesburg Stock Exchange

For more than 40 years Tongaat Hulett Developments (THD) has been responsible for the facilitation of land conversion and development. The company, together with its partners, has helped shape the city and unpack its potential.

Expansion has rolled out in an orderly fashion due to the collaborative partnerships it has with the city, business and communities. THD's offices display an impressive array of maps and big beautiful photographs that show the city in all its natural and architectural finery.

Managing director, Mike Deighton, below, says the company takes its

responsibility seriously. THD's partners currently have R7,8-billion in new build under construction from land it has developed. This has created 50 000 construction jobs and 5 800 permanent jobs, and will contribute R120-million more to the city rates base every year.

With billions invested in public infrastructure, it has unlocked more than 500ha worth of industrial platformed land, literally thousands of offices and shops, and 15 new residential neighbourhoods with at least 10 000 houses.

"Tongaat Hulett Developments is dedicated to making a positive impact in shared value creation through effective land conversion. Together with

committing to investments in our region. In other industries we have seen equally important national brands establishing themselves in Durban."

Growth is being driven in part by Durban's 58-berth port – the busiest harbour in sub-Saharan Africa and a major contributor to the local economy – as well as the manufacturing, trade and tourism industries.

But the port is just one element of the transport and logistics infrastructure that makes Durban attractive. Major transport hubs – for people as well as goods – combined with an advanced logistics network makes the region ripe for growth and development, he says. "We have seen a variety of industries relocating to or

Shaping the FUTURE



our partners we have a track record of capable land development through collaboration, and these partnerships continue to increase in scope and socio-economic impact," Deighton says.

His colleague, THD commercial director, Chris du Toit, says eThekweni is one of the fastest growing metros in South Africa. "We are witnessing unprecedented interest in Durban and its environs, especially in the northern coastal development corridor between Durban and Tinley Manor in the north. Big names in the property development industry such as the Amdec Group and Balwin Properties, have recognised KZN's potential and are

expanding in Durban based on its inherent advantages."

Du Toit says eThekweni reflected one of the highest growth rates in employment in the first part of 2017 at 5,2% compared to the national average of 3,6% and an above-average labour force participation rate of 63% – welcome news for the 1,6-million labour force which boasts a literacy rate of 84,3%.

"Business Process Outsourcing facilities, for example, have a higher staff density resulting in greater relative job formation and a domino effect for the local economy. This has a multiplier effect across other industries such as retail, education and transport." *



Managing TRADE

Trade & Investment KwaZulu-Natal is a South African trade and investment promotion agency with two primary objectives – to promote KZN as an investment destination, and to facilitate trade by assisting local companies' access international markets

Neville Matjie – the Acting Chief Executive at Trade & Investment KwaZulu-Natal (TIKZN) – is responsible for driving the corporate strategy, policy advocacy, stakeholder management and the TIKZN Gauteng office. He previously headed the export unit at TIKZN, assisting KZN businesses in expanding their product reach into a number of African countries.

He was also instrumental in the establishment of TIKZN's business retention and expansion unit and also headed investment promotion focusing on the manufacturing sector.

Previously, Matjie was employed by the Durban Chamber of Commerce and Industry within the International Trade and Research division. He holds an MSc Investment Promotion from Edinburgh Napier University (Scotland), and a post-graduate diploma in business management (UKZN), and BA Com (UniWest). *

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Durban's investment promotion authority – commonly known as DIPA (Durban Investment Promotion Authority) – now has the refreshed brand name of “Invest Durban”.

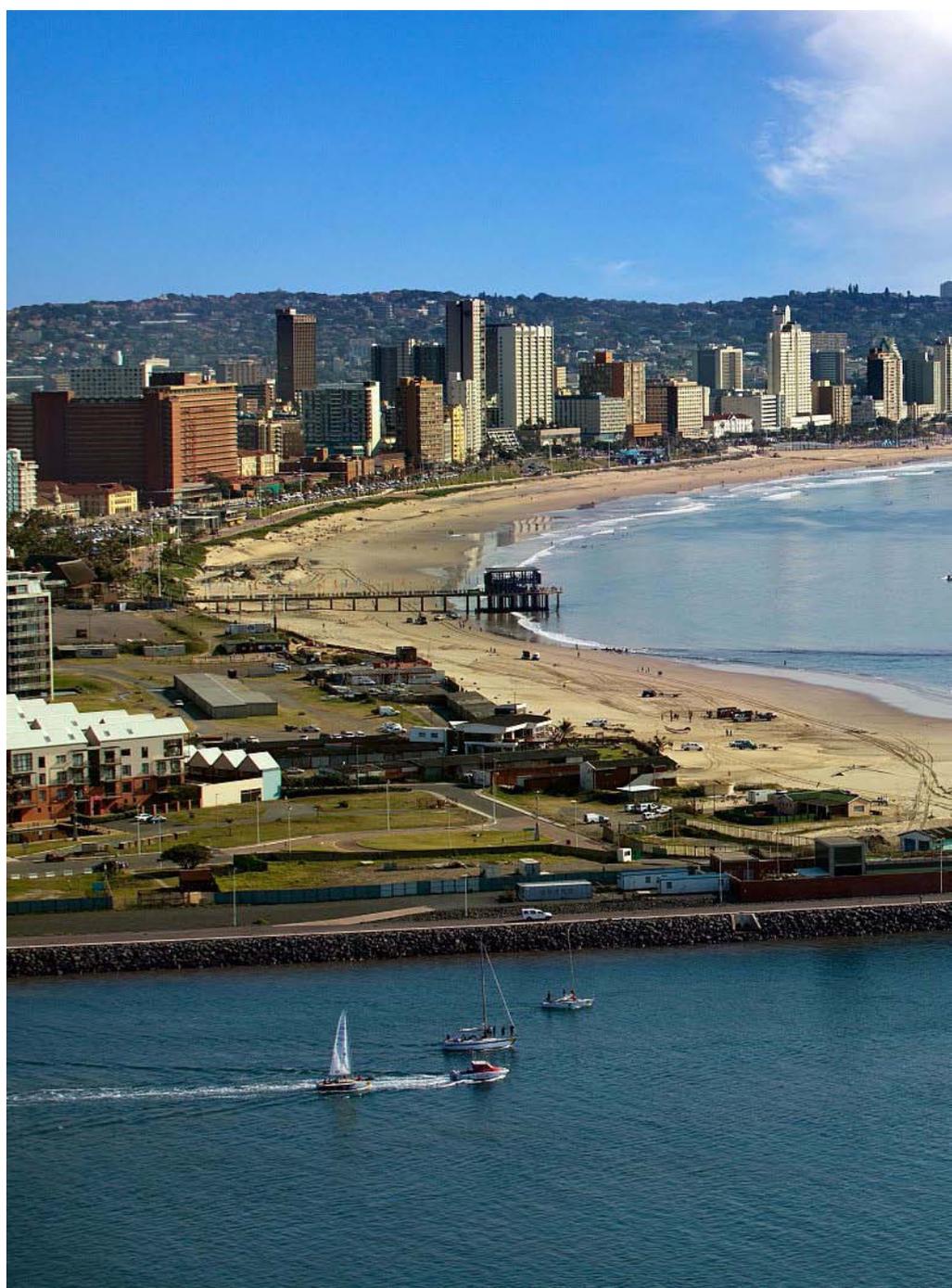
This change came after it was realised that there was a need for South African cities to aspire, embrace and implement global best practices in investment promotion, as recently recommended to eThekweni by the World Bank.

As South Africa has eight urban metro's, development and transformation needs to rapidly accelerate in our major cities; and this growth is a process largely driven by new local plus foreign investment.

While eThekweni has successfully attracted investment in the past, it is now necessary to increase the city's investment profile and applied resources in order to accelerate the current inflows.

Growth in global foreign investment flows over the past decade has led to a massive increase in the number of investment promotion agencies active globally, and now even more within metro cities, which are competing for mobile investment into their regions.

In order to attract investment, cities need to differentiate themselves by



Geared for GROWTH

Durban is a city which is ready and open to new business opportunities to grow the province of KwaZulu-Natal. This is according to the newly refreshed Invest Durban

developing a credible investment promotion agency – an agency that will build a strong brand, grow market presence, create an enticing value proposition, and ensure a targeted approach to destination marketing.

In addition, the critical nature of investment facilitation – and especially investor aftercare – is often not fully

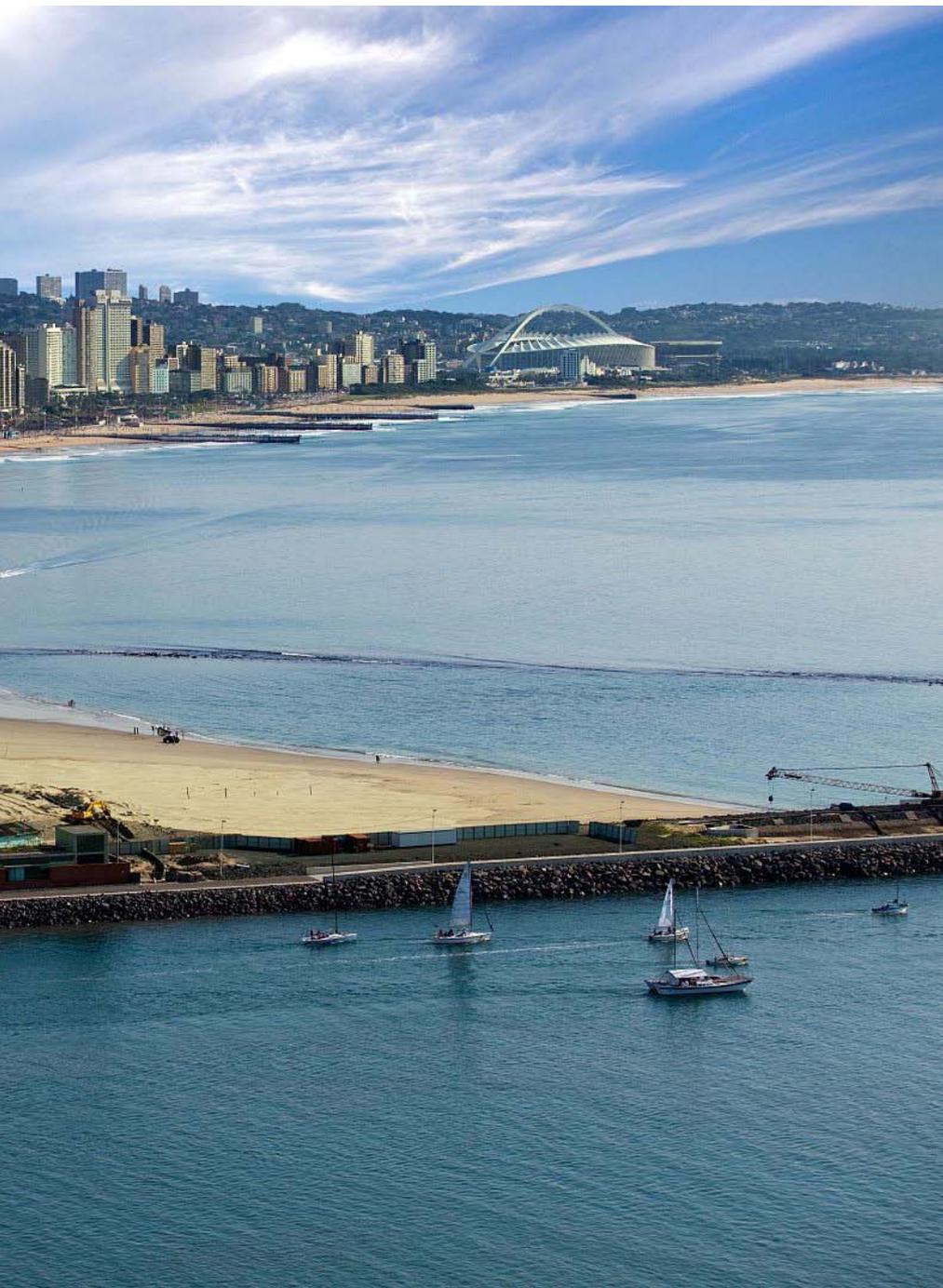
understood and is, according to the World Bank, not well executed by many investment promotion agencies. eThekweni aims to make a positive “step-change” on these fronts.

The refreshed identity was also required to combine existing city assets and elements with that of Brand South Africa's, and Invest

SA's marketing recommendations. The vibrant outcome has aligned Invest Durban with national brand elements for local and international marketing activities. This will ensure that all South Africa's business-centric brands will have a similar look and feel, which will provide for greater visibility and impact in a coherent manner, yet at the same time firmly entrench Invest Durban in our own local unique selling points.

As part of these World Bank recommendations, a refreshed, yet collectively aligned brand identity and logo has been developed. The brief was to create an investor-centric profile to showcase the city in a new global business light, and to ensure the new look and feel would represent the city as “Modern”, “Innovative”, and “Technologically-advanced”.

The name Invest Durban was then selected as it demonstrates an



infrastructure opportunities, especially for previously disadvantaged groups;

- Attraction, support and facilitation for prospective foreign investors into Durban;
- Improvement in the investment and economic development environments, in partnership with national, provincial, city and business authorities.

Invest Durban also works closely with the Department of Trade & Industry including Invest SA, Trade and Investment KZN (TIKZN), the Durban Chamber of Commerce and Industry, the KZN Growth Coalition, and state owned enterprises such as Dube TradePort, The Development Bank of Southern Africa, Industrial Development Corporation, Eskom and others. Key partners include the largest banks, audit and advisory firms, plus sector based organised business bodies working to promote investment in Durban.

Invest Durban delivers a world-class metro based investor support service, encompassing investment marketing and promotion, plus investment facilitation and retention activities by:

- Following a focused investor relationship management, marketing and communication strategy, with a healthy focus on broad-based empowerment and local partnerships;
- Making available appropriate and specific city and nationally based economic and sector information, or opportunity studies;
- Facilitating the arrangement of appropriate meetings with, and solutions from the region's businesses and public sectors at all levels;
- Leading site visits to, and site evaluations of, industrial and commercial premises, along with introductions to complementary service providers, empowerment executives, financial organisations, and sector bodies such as SA Property Owners Association, plus our formalised industrial clusters;
- Advising on and accelerating all investment related regulatory processes towards speedy approvals, along with the required bulk infrastructure services connections and support.

invest.durban

immediate, aligned call to action. The yellow background of the logo has been consciously adopted to connect the refreshed look back into the "My City" concept, which has been adopted by eThekweni and Brand SA.

Together with the Invest Durban profile, the slogan "Geared for Growth" and the complementary visual marketing systems which have been developed, eThekweni is now fully capable of covering all investment promotion events, channels and platforms. The message is once again clear to all investors – we have a city which is ready and open for new business.

INVEST DURBAN: THE MAIN PURPOSE

To facilitate sustainable investment in Durban for the benefit of all through the:

- Expansion, retention and aftercare of local corporate business within



*A refreshed, yet
collectively aligned
brand identity and logo
was developed*

the metro;

- Proactive investment promotion and marketing of Durban metro as a premium investment destination;
- Proactive communication and marketing of the City's large investment projects and core strategies;
- Identification and development of new investment and business

Kiff – South African slang meaning cool, awesome, positive quality or simply the best. Greg Ardé and Debbie Reynolds take a look at some Durban businesses that are uniquely Durban with a touch of kiff

Linkey Moodley is a complete surprise. Rather ridiculously I expected a fat man to waddle out of a sweaty kitchen at Britannia Hotel, proffering a clammy paw at the end of a hairy forearm, the other wiping a sweaty brow.

Ha, more fool me. Moodley is not hot, bothered or fat. He's a slim, thoughtful, bespectacled man, and sits Zen-like in his air-conditioned office. He sports a Trotsky goatee and could head up a university philosophy department.

Actually, academia was his first love. After he finished his honours in industrial psychology and had registered for his masters, in 1980 his uncle – the owner of Britannia – offered him a share in the enterprise. By 1983, at the age of 28, Moodley had secured full ownership of the hotel and historic building.

Britannia is an institution in Durban and has been since the early days of

found premises in the busy downtown area of Beatrice Street to relocate the liquor store. This marked the turning point in the profitability of Britannia and that which paved the road to success.

Profits from the store as well as that of a very busy tote that Linkey opened at the hotel, were injected into the hotel with a view towards establishing an upmarket sports bar, 27 rooms and a restaurant. The idea of the restaurant was to provide authentic Durban-styled curries with an underlying business philosophy based on providing quality, novelty and creativity through its products. The rest is history.

For almost 140 years people have been getting grog and food at Britannia, but in the last 35 years, Moodley has put an indelible stamp on it. The place became renowned for its signature dishes like chops chutney and mutton curry. Today the Britannia offers a wide range of delectable exotic

The godfather of **KIFF**

the city. It was built in 1879 by liquor company Castle Wine and E.K. Green, the forerunner to the alcohol giant Distell. It was perfectly situated on the old road north out of the city and must have had splendid views of the Umgeni River before the monolithic concrete monstrosity, the Connaught Interchange, was built beside it.

About the same time, the railway station that was situated directly across the road from the hotel relocated closer to Goble Road. This made a huge dent on the turnover and profitability of the business. Through a dint of fate, Linkey

dishes such as grilled prawns, prawn and chicken curry, crab curry, fish roe curry, butter chicken, chicken tikka and the like.

Moodley is not a classic hospitality guru. He's friendly, but quiet. He's an avid reader, an inveterate traveller, a music aficionado and an artist. When he's not doing any of the above he's ensconced in his home theatre in uMhlanga Ridge listening to the virtuosity of Pink Floyd, Jethro Tull, Joe Bonamassa, Stevie Ray Vaughan and a wide range of artists ranging from the blues to hard rock.



The Britannia does well because it has become an institution. Moodley didn't intend it to be so, he simply did his best, he says, and attributes much of its success to firstly, his mother – who exercised her touch in the kitchen for 20 years – and to an outstanding team of women managers who have aligned themselves to the ethos of the business based on a culture of striving for professionalism. High on the agenda is the need to provide quality products at affordable prices and to constantly create new ones.

“I employ only women as managers.



They run the place with zest. I have learnt that women value innovation, espouse passion, are blatantly committed to their jobs, and express gratitude for their station in life. Men are egocentric and do not match my expectations.

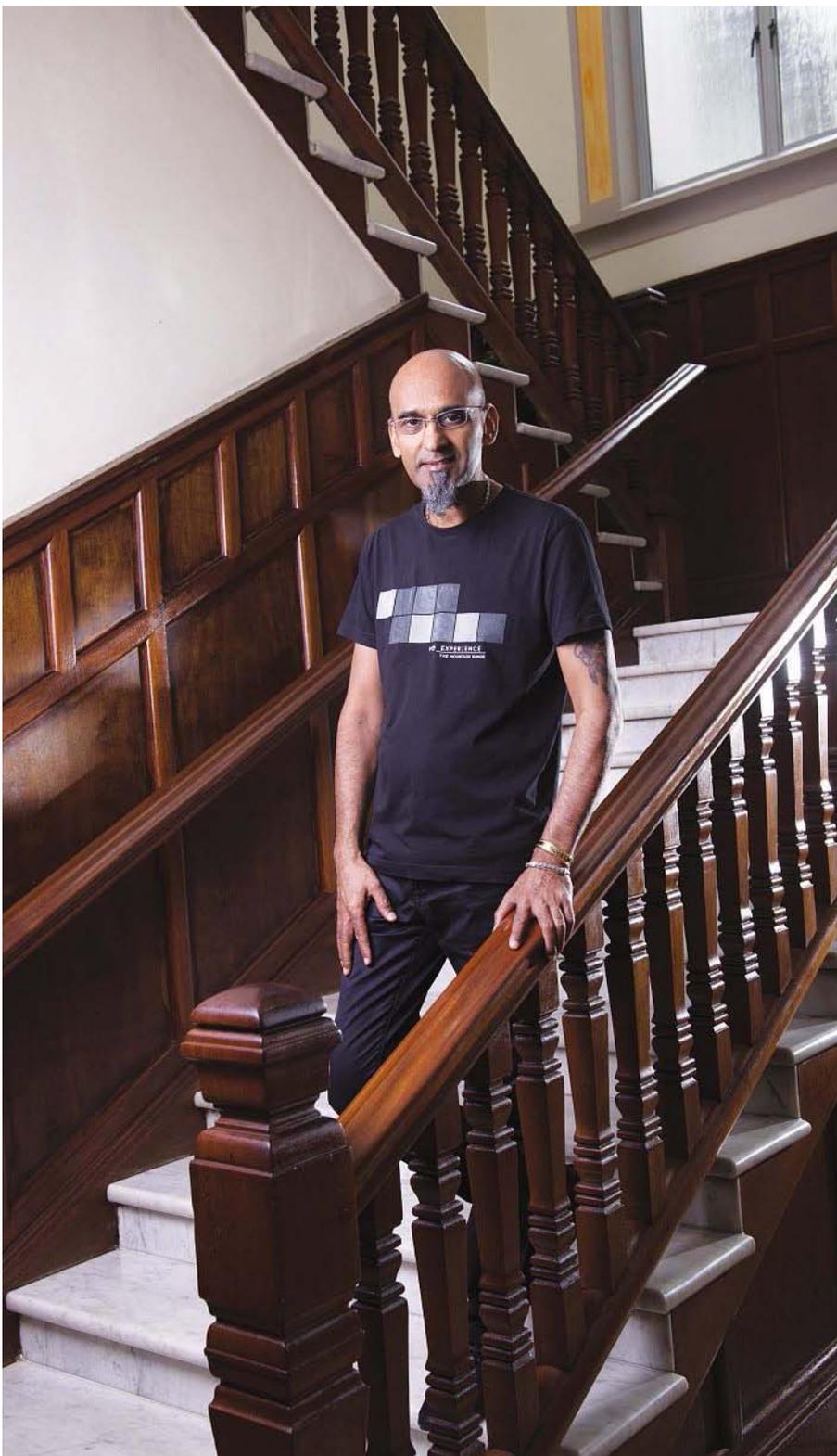
“My managers are movers and shakers, and they even bring to the business a spiritual touch which, for me, is of paramount importance. For example, they ensure that before the commencement of the day the kitchen staff engage themselves collectively in prayer to charge the air and the

I believe that once you've made a decision to do something you must be wholly positive and don't harbour a single doubt about it

food with positive vibrations. They are groomed to focus on the achievement of both medium and long-term goals and to constantly challenge themselves

to create and innovate. Doing business must be fun.”

When Moodley started out, work was a bit of a grind. The hotel was in the doldrums. The liquor store and the tote were used as the financial springboard to re-invent the image of the hotel through intensive refurbishment. The interior of the hotel was gutted and redesigned, with the rooms on the first floor and the pub, cafe, restaurant and kitchen on the ground floor. His enterprise now includes 76 staff, including six chefs and eight in management. »



LEFT: LINKEY MOODLEY CONSTANTLY REINVESTS EARNINGS FROM THE BRITANNIA HOTEL INTO UPGRADING ITS FACILITIES.

His earnings from Britannia constantly funds upgrades to the hotel and its various restaurant and pub offerings. And, they've allowed him to travel extensively.

"I have swum in the Amazon and driven through Yosemite National Park in the US. I was the first charrou to own a catamaran in Durban, and I produced a rock show at Sibaya. I am impulsive. I do things on a whim."

Moodley is laconic and too modest to describe himself as successful. In reply to my question about how to run a good gig, and one so quintessentially branded, he ponders and then replies.

"It's a combination of things. I have trustworthy and committed management who have a passion

for what they do. I also believe that once you've made a decision to do something you must be wholly positive and don't harbour a single doubt about it. There is an amount of sheer luck in life, but when you consider the essentials of this business it has to pride itself on customer satisfaction by serving the best products at prices that offer good value."

Moodley believes in constantly challenging himself and in learning. He rattles off a list of books he's read recently. His dialogue is interspersed with ideas, his references are vast.

"Don't think, be aware," (my notes are a bit patchy here, Moodley was in full swing and I was quite mesmerised, so this isn't verbatim, but it went

something like this), "Archimedes had his eureka moment in the bath. Nothing is inanimate. Photons, electrons ... are constantly moving in an elliptical path within an atom. Where does this energy come from? We are too immersed in the spirit of science rather than in the science of the spirit. Where science ends, spirituality begins. Everything is created by God and everything is God. You should Google Jiddu Krishnamurti and listen to his exposition on spirituality intellectualised like no other has done. There's an order to the universe and creation, an order that is confounding yet understandable. Man is merely the gross manifestation of divine energy."

While Moodley owns one of the most popular watering holes in town, his drinking days are over. Now he spends time at home with an easel and oil paints, immersed in colour.

"I gave up drinking ages ago. I

"There is an amount of sheer luck in life, but when you consider the essentials of this business it has to pride itself on customer satisfaction by serving the best products at prices that offer good value"

want to do more edifying things for the nourishment of my soul, to go on adventures, to immerse myself in esoteric readings, to be creative in whatever way possible – to weld, to work with mosaics, to sculpt, to play the guitar, to write – I try not to waste my time.

"Although not frequently, I sit in silence for quite a while, for it is said, *In the depth of silence will the voice of God be heard.* With each passing day I feel there's not much time to achieve all of this.

"I was recently awestruck by the beauty and the grandeur of Zion National Park, Bryce and Antelope Canyon in the US. It stands as a testament to the power of the creative energies that shape our planet and even our lives. We need to step back and contemplate this!" *

Holmes BROTHERS

The Holmes Brothers describe themselves as SA surfer style with a twist.

About a year ago Uber-cool fashion retailer, The Freak's Store, in Japan, picked up on Holmes Bros and the brand experienced a knock-out launch at the

flagship store in downtown Tokyo, with every single Holmes Bros garment flying off the shelves within a week. Laurie and Gary were back in Japan this year to flog more gear.

The Holmes brothers are active and passionate Durban surfers which is where their inspiration comes from. Laurie says



TOP AND ABOVE: IN THE DURBAN WORKSHOP; HOLMES BROTHERS IN TOKYO, JAPAN.

LEFT: GARY AND LAURIE HOLMES – FOUNDERS OF HOLMES BROTHERS.

kiff as something intangible and uniquely Durban. “It is excellent, but funky. It is something exceptional, it’s original. That’s why we resonate in Durban and Japan – you won’t get this anywhere else.

“I heard this somewhere the other day – it takes the longest time to sound like yourself, in our case it took 20 years.”

Laurie says he and Gary trawl the streets of Durban for references. They are out on the hunt for what is weird and quirky. “We go down to the Victoria Street area in town, for example, and are blown away. We have much more than we need for our range so we don’t need to rip anyone else off.

“Kiff,” Laurie says, “is motivated by confidence in your original idea.

“It’s the moment when you say, ‘ah, f*ck it, let’s do it’. People are afraid to stick their head out in case it gets chopped off.” *

Poison CITY



Poison City was started in November 2015 by passionate Durbanites Graeme Bird and Andre Schubert. What started out as a few pints of craft beer has grown into a substantial enterprise, now flogging just under 20 000 litres of beer a month to loyal fans wanting an alternative to hooch from big breweries.

They have five varieties, including The Bird Lager, The Kiff – a Belgian style Wit Beer, The Punk Rocker – an English pale ale, and The Other Bird, a Czech dark lager that was brewed in collaboration with award-winning Prague based brewer Ladislav Vesely.

Their latest beer is called Durban Poison Lager, and – following months of exciting research and recipe development – is South Africa's first commercially available cannabis-flavoured beer.

Poison City's magic is in its taste, its cheeky

branding and its brains trust. Sceptics didn't think craft beer named after the cannabis that Durban is famed for, would ever be a hit. But, it has defied the sceptics quite sensationally. So much so that Bird and Schubert managed to assemble a dream team of angel investors. It is a bit of star-studded cast, actually, and includes property entrepreneur Murray Collins, Miles Dally, the CEO of food giant RCL, Spar CEO Graham O'Connor, Jonsson Workwear CEO Nick Jonsson, and ex-Grindrod Shipping CEO Alan Olivier.

They are among the most successful business people in SA, and Bird says their insight and vision makes it a pleasure to work with them. They all also offer invaluable business knowledge and experience having grown and maintained some of the biggest brands in the country. But most importantly they are extremely proud Durbanites who love being part of an emerging Durban brand like ours.





LEFT: DURBANITES GRAEME BIRD AND ANDRE SCHUBERT SHOWCASE SOME OF THEIR BREWS.

Especially one that aims to be the craft beer that Durban can be proud of and call its own.

Bird says Poison City wants to create award-winning craft beer and a brand that represents the cultural aspects of Durban that make the city such a special place. “The goal is also to give back and support local creatives from the music and art space, and to assist them by creating a platform to showcase their talent. We’ve also established a relationship with Surfers Not Street Children, the NGO established in Durban to help get kids off the streets.”

Bird says the brand is quintessentially Durban and kiff because it recognises that amongst the major South African cities, Johannesburg is the richest and Cape Town is the most beautiful, but Durban with its gritty nature and warm Indian Ocean climate is unpretentious and real. “It’s undoubtedly the Cinderella amongst its sister cities and the keeper for those who get her.” *



Mark Gold JEWELS



LEFT: DEAN GORRIE, OWNER OF MARK GOLD JEWELS, SAYS DURBAN HAS A UNIQUE FLAVOUR AND INSPIRATION.

student going to what was then called ‘Indian Town’ to get the grassroots feel of the city,” says Gorrie. “It is a feel and flavour that has stayed with me ever since.”

He is also convinced that the inspiration for their iconic flower rings comes from being situated across the road from both Mitchell and Jameson Parks.

“You can’t patent a flower design,” laughs Gorrie, “but we’ve certainly captured a market with our Flowers range of diamond and semi-precious stone rings.”

They have, however, patented their celebrated diamond Puzzle Ring which combines innovation, intricate workmanship and visionary design. “We’ve made well over 6 500, which for the South African market is quite something.”

Gorrie also prides himself on the fact that 90% of Mark Gold jewellery is made in Durban with South African gold and diamonds.

“For me it’s about personally creating something that is going to make someone happy, not because of the size of the diamond.”

He says it’s about building trust and relationships with your current and future clients, which is why their unique mix of studio and coffee shop has become such an iconic landmark.

“We’ve been working this space since 1999 and it has taken time and commitment, but we’ve built an energy that is proudly and uniquely Durban.” *

Princess Charlene of Monaco wore their bespoke ring and earrings when she celebrated her marriage to Prince Albert at The Oyster Box in Durban, and singer Celine Dion covets her sparkling flower ring.

Mark Gold Jewels is indisputably one of Durban’s most well-known and respected brands, loved both locally, nationally and abroad. While its signature and iconic designs have made a global impact, the essence of their beauty is intrinsically linked to the city where they are conceived and created.

Owner Dean Gorrie says the Mark Gold signature is inspired by the city’s uniqueness, its weather, food, colours, architecture, spices, sea, sugar cane and its melting pot of cultures.

“I remember as a young Durban University of Technology jewellery design



Amanda Laird CHERRY

Amanda Laird Cherry is a fashion designer synonymous with Durban, and her Winter 2018 menswear collection, “Feels Like Home” was inspired by the familiar, sensory overload experienced on the streets of Durban’s CBD.

It is the feeling one gets standing on a street corner or walking down an arcade, reading the signs, taking in the interesting aromas and textures.

The brand’s Zwelisha Giampietri says: “The simple construction and geometry of the popular checked shopping bag (AKA *khonza ekhaya*) is referenced and re-interpreted through the voluminous avant-garde pieces designed for this season.

“Our seasonal colours were picked from the hand-painted street signs, plastics, and shop fronts in the CBD.

“We believe we are ‘kiff’ because we are an established designer label that creates essentials with an element of eccentricity for a conscious individual. In Amanda’s words, we also support local for strategic sustainability.” *



ABOVE: AMANDA LAIRD CHERRY IS A FASHION DESIGNER SYNONYMOUS WITH DURBAN.

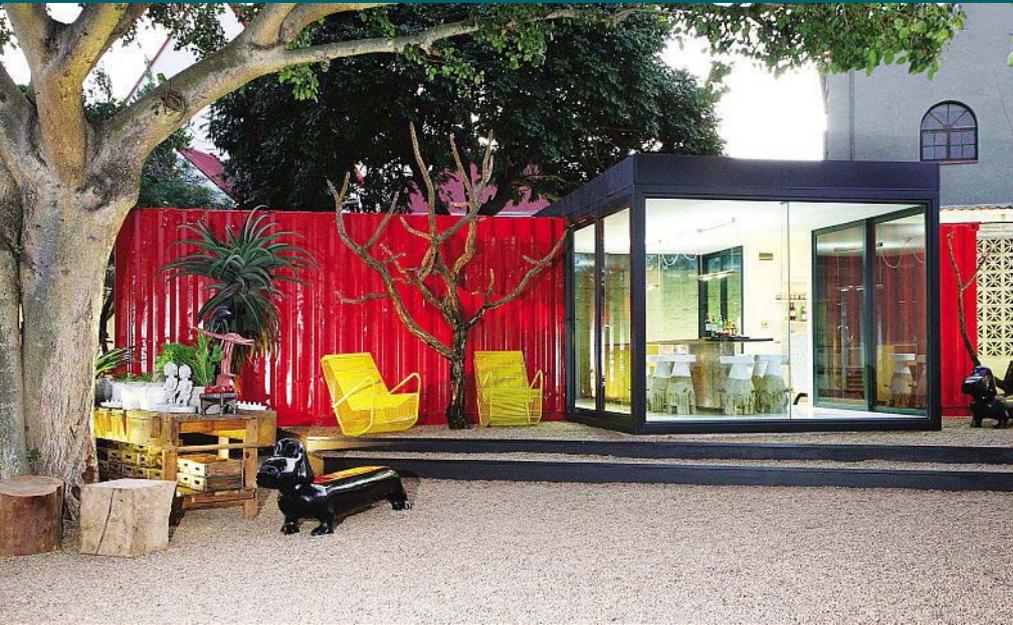
ABOVE RIGHT: THE BRAND’S ZWELISHA GIAMPIETRI.



AFRO'S Chicken Shop

Afro’s Chicken Shop – the little chicken that crows like a rooster – is a uniquely Durban brand that has come to represent kiff. It offers delectable street food from simple but chic eateries where staff and patrons groove to local music and great nosh is served on enamel plates. Afro’s has 16 stores, 13 in Durban, and





beautiful bespoke interiors, these Natal Technikon graduates have put their signature stamp on high-end homes, restaurants, boutiques, retail stores and corporate offices around the country.

Pintxada Tapas Bar and Grill in uMhlanga, Oscars in Hillcrest, Nandos in West Street, Freedom Café and Concierge Boutique Hotel in Greyville, and 1904 Bistro Américain in Kloof are just a few of the memorable spaces they have transformed.

Their store in Innes Road in Durban is also a reflection of their quirky African luxury style.

“We have an intuitive and emotional approach to our design,” says Roche. “Whatever we create is done with much love, joy, heart, soul and emotion. And at the centre of it all is the inspiration that comes from living and working in this special truly African city.” *

ABOVE: FREEDOM CAFÉ AND CONCIERGE BOUTIQUE HOTEL IN GREYVILLE.

BELOW: ROCHE AND GREG DRY IN THEIR INNES ROAD STORE, EGG DESIGNS.

EGG Designs

For 20 years the husband and wife team of Greg and Roche Dry of Egg Designs has stamped their creative signature on bespoke furniture, lighting, decor and private and commercial interiors, notching up a considerable cult following in South Africa and abroad.

In September the formidable duo were in Paris showing their Primal Collection at Maison&Objet 2017, an international home decor fair connecting the interior design and lifestyle community.

Born out of a passionate love and affinity for the “rawness and beauty of Africa, its people, food, fashion, art and architecture”, they have created a unique design language which speaks to a universal audience.

“Inspired by our studio’s location in the rural surrounds of KwaZulu-Natal and the rich local heritage of Africa, we constantly reference nature and pattern in our work and re-interpret that into designs that are both functional and beautiful with an authentic African twist,” said Greg.

Their playful and soulful designs have made their mark on the design world both near and far, and more recently their Parquet Jozi Shelf was selected, among other world pieces, to exhibit for the opening exhibition at Israel’s Design Museum Holon, and is now part of a travelling exhibition for famous furniture brand Vitra.

While their creations have travelled the world, they are proudly manufactured in South Africa by dedicated artisans. When it comes to



its customers polish off 15 tons of chicken and 5 000 coffees a month. The brand is run by entrepreneurs who eschew title or corporate affectations.

Afro’s marketing mamba, Dee Gravett, described kiff and explained why Afro’s is kiff.

“Afro’s is cool, but different. It’s a level of ‘stoked’ – surfer lingo for things that have the edge. In our space we are street food that doesn’t stick to the rules. We have forged our own way. We aren’t in a mall, we’re in the side street. We’re responsible, we don’t do plastic straws or forks and we serve water in glass bottles. The food doesn’t have preservatives or any crap. We are part of a community that loves us and we love them back.” *



Explore the exceptional **ROUTES** of the Zulu Kingdom

KwaZulu-Natal is a destination with a myriad of breathtaking tourism routes, offering a unique travel experience.

Take a journey along the Freedom Route and walk in the footsteps of great leaders, from Dr John Dube, Mahatma Gandhi and South Africa's first democratically elected State President, Nelson Mandela.

Enjoy the scenic beauty of the Valley of a Thousand Hills, just a short drive outside the city of Durban and marvel at the beauty of KwaZulu-Natal's countryside. Step back in time by visiting the sacred grounds of the Battlefields route, where the battle re-enactments are narrated with passion.

The KwaZulu-Natal birding route features over 600 rare bird species which makes for an unforgettable South African journey for any bird enthusiast.

You are spoiled for choice when exploring the KwaZulu-Natal routes. The Zulu Kingdom will be an experience to remember.

Zulu Kingdom. Exceptional.

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Zulu Kingdom. Exceptional

Explore the exceptional *ROUTES* OF THE ZULU KINGDOM



SANIBONANI!

Visitors to the Zulu Kingdom received a warm welcome to all Africa's Travel Indaba 2018 - a welcome extended to all KwaZulu-Natal's guests.

KwaZulu-Natal has been the proud host of Indaba for over 30 years, which attracts close to 10 000 delegates over the three days of business.

KwaZulu-Natal, also widely known as the Zulu Kingdom - which refers to its rich Zulu culture and heritage - is home to a treasure trove of experiences and attractions - arguably the best in South Africa, from a vast pristine coastline, the enticingly warm waters of the Indian Ocean, an idyllic sub-tropical climate and year-round sunshine.

We offer a vibrant cosmopolitan nightlife and a veritable melting pot of cuisine, all set in an environment boasting excellent infrastructure and connectivity.

As the country celebrates the Mandela Centenary, KwaZulu-Natal will highlight some of the special locations and routes that have been part of Madiba's journey in the province.

We invite our visitors to acquaint themselves with our exceptional destination, warm-hearted people and awe-inspiring attractions and activities.

The rag TRADE

Contrary to popular opinion the local clothing industry is flourishing with considerable potential for future growth, writes Debbie Reynolds

Invariably during that chat around the braai you hear people saying that the clothing industry in Durban is dead says Justin Barnes. “That is just not true.”

Who better to put things straight than the chairman of B&M Analysts, a Kloof-based company which runs the KwaZulu-Natal Clothing Cluster (KZN CTC), a government/private sector partnership of clothing, textile and footwear firms.

Effectively an industry development programme funded by eThekweni Municipality, it’s all about working to strategically develop and upgrade the clothing manufacturing business and raise operating standards.

“For example, soon we’ve got representatives from 10 local leading firms going to Turkey to study best practices of that country’s leading manufacturers,” says Barnes.

“The cluster is owned by the industry, we are merely the service provider appointed on a three-year funding cycle,” says Barnes. “We also run a sister organisation in the Western Cape and between the two we share learnings.”

With most of its operations in eThekweni, KZN is now the leading clothing manufacturing province in the country, pushing the Western Cape into second spot.

“The Department of Trade and Industry (DTI) estimates that around 140 000 people are employed nationally in the clothing business, with about 50 000 to 60 000 of those in KZN,” says Barnes. “There is more dynamism in KZN than anywhere else in the country right now.”

The massive haemorrhaging of the industry since early 2000 looks to have

been stemmed. Trade liberalisation – which allowed cheap Chinese imports – resulted in several factory closures and the loss of about 17 000 formal jobs.

There is no doubt the impact is significant but, says Barnes, there is a definite turnaround and the industry is an important economic player.

“Most of the old guard may be gone, but there are several new green shoots coming through on different business models with great growth opportunities,” he said. “Some very good clothing firms, like Celrose, Durban Overall, Ninian & Lester, and Kingsgate, are showing us what can be achieved.”

For example, Celrose has increased its 400 workforce to 1 600. “At its peak it employed 2 000 people, and given its current trajectory it will soon be employing 3 000 people.”

“Celrose executive chairman John Comley is an example of an industrialist who is investing in skills upliftment, staff empowerment and new technology.”

He said production incentives and competitiveness improvement programmes implemented by the DTI have had a material impact on improving productivity and upgrading the industry.

Barnes says having worked in 15 countries with clothing economies, he is particularly positive about the KZN industry.

“When I watch our operators on the shop floor I think they are the best in the world. The sewing skill in our metro-based employees is very high and there is a new buzz around clothing factories.”

There is no doubt, according to those in

“If manufacturers and retailers can get their act together and work together, there is no reason why we can’t export aggressively”





LEFT: A LOCAL CLOTHING FACTORY.

the know, that the potential for growth in the industry is considerable and sustainable.

The challenge is to win back the domestic market with product that retailers want at the price they want, without having to compete with illegal imports and predatory pricing.

“We need more research and development, more technical skills and more advanced production capabilities, but the market has been so taken up with illegal imports that no industrialist is prepared to build the plant that is required to fully service the domestic market,” said Barnes.

“Having worked across multiple manufacturing sectors, it’s frustrating to deal with the perception that clothing is a dead end, whereas, ironically, it has greater potential for growth and employment than the automotive industry,” says Barnes.

Another exciting component is that local clothing manufacture is a business completely and totally controlled by South Africans, with no input from multinationals.

“If manufacturers and retailers can get their act together and work together, there is no reason why we can’t export aggressively. The key is getting strategic alignment between retailers and manufacturers, creating enough energy and positive momentum to encourage capital to be invested and to build skills.”

Barnes said the traditional distrust and love/hate relationship between retailers and local manufacturers made this difficult but not impossible.

There are signs of a shift in thinking from South Africa’s dominant retailers with a move to more local produce rather than importing from the East. The Foschini Group, for example, has begun investing in its own local supply chain and has recently built two factories in the Cape.

“Yes, we need to strengthen compliance issues and make some structural changes, but there is a real optimism and a new energy around the industry,” said Barnes. “If we can create the local capability to supply SA retailers with product they can compete with locally and internationally, then there is a fantastic future.” *

He is known for straight shooting. “If you want to make a success of the local clothing and textile industry, then a few simple things have to happen. Level the playing fields. In KZN some local manufacturers of garments pay their staff according to collective bargaining agreements. If all the retail giants only did business with those manufacturers, problems would be significantly reduced and all manufacturers would have to compete on an even playing field.

“All it takes is consistency, and with a stroke of a pen from all the major retailers this could be achieved. But, sometimes they turn a blind eye to make a quick buck and deal with dodgy operators who don’t pay

to under-invoice. They actually receive goods valued at R1-million but only declare a fraction of that to save on the 45% duty they have to pay. There is a simple solution and we have put it out there many

increases. “I understand that competition is good and everyone is trying to get the best margin and price point. I have been in meetings with retailers who wanted to pay a 3% and 4% annual increase. Inflation is running

at a minimum of 6%. I said you can’t grow good, local, reliable suppliers by paying ridiculous rates. If everyone is fair and reasonable then the whole supply chain will work better.”

Limbouris said the local clothing and textile industry could flourish if role players stuck to the rules.

Durban and KZN manufacturers had adapted well to the demand for quick manufacturing to meet the requirements of retailers’ fickle fashion appetites. This, he said, had led to the growth of local manufacturing, getting product to retail on much shorter production times and to react to good sellers.

But this good work was undermined by dishonesty. “There’s a lot of hypocrisy in this business. The industry could be way more successful if people didn’t say one thing and then sneaked off and did another. Retailers need to play fair, the government’s manufacturing incentives shouldn’t be fiddled and duties should be standardised. Then you will see a real manufacturing boom and a vibrant industry.” *

times – standardise all the duties. So irrespective of the garment dollar price, a jean, or a pair of shoes, or a cap must have a set standard duty. Simple, and that will put an end to under-invoicing.”

Limbouris also takes issue with retailers who demand ridiculously low annual

fair wages.”

Limbouris says another big issue is the failure of state customs officials to nab illegal importers of garments from outside South Africa.

“This is how it works. Unscrupulous local importers of garments arrange with their suppliers

Limbouris said the local clothing and textile industry could flourish if role players stuck to the rules

Straight TALKING

If you want a no-nonsense take on the local rag trade, look no further than Arthur Limbouris, the former CEO of Quiksilver in South Africa. A veteran in the industry, Limbouris is deeply involved in local manufacturing

ISITHEBE packs a punch

*iSithebe – reputedly the biggest industrial estate in South Africa
– ticks all the boxes for future business growth*



About an hour's drive from Durban, iSithebe is a shadow of its former self – established under apartheid with sweet concessions for business to relocate. The incentives worked – factory owners flocked and iSithebe flourished. But the incentives soon disappeared and business protection vanished.

Now iSithebe is a mixed bag – pockets of feverish industry and then vacant factories with cattle wandering by. But, it is reputedly the biggest industrial estate in South Africa employing 20 000 people.

Look past the potholes and demonstrations and you'll see huge, untapped potential, says Cobus Oelofse, who heads up the iLembe Chamber of Commerce. And besides, massive factories and established firms with their networks of suppliers means no one is going to relocate easily.

Today iSithebe is home to significant enterprises, including Whirlpool, Gomma Gomma, plastic bag manufacturer ITB, Unifoam, iSithebe Malt, Freedom Stationery, Taurus Packaging and a Nampak plant, to mention but some of the

bigger employers. Whirlpool – the US headquartered giant that is the world's biggest manufacturer of white goods – has a sizeable presence in iSithebe.

The firm manufactures fridges and washing machines at iSithebe, employs 1 000 people at the peak of its production, and makes 780 000 units a year, just less than half the entry level fridges purchased in South Africa.

It is a business with a R1-billion turnover, and plant director Trevor

of local components in our fridges. It is a big, global business, so ensuring compliance and verification takes time, but we're talking to the Department of Trade and Industry about this, and generally with role players like the Chamber, about improving infrastructure, skills and stability."

Graham says there is an abundance of labour, cheap factory space and a core of mature businesses in iSithebe, which makes for good business prospects.

"We need to revitalise, retain the business we have and grow it."

Oelofse says with its labour intensive, manufacturing businesses, mainly clustered in a single industrial precinct, iSithebe

has the potential to re-establish itself as a premier industrial estate in the country. The anticipated growth of the coastal corridor between Durban and Richards Bay further fuels this potential.

"Despite the feeling that sometimes business is doing all the heavy lifting, local, district and provincial government have been very supportive of the business community's efforts to ensure peace and stability in the precinct. We will continue its efforts at national level to ensure that iSithebe packs a hefty economic punch." *

"We need to revitalise, retain the business we have and grow it"

Graham – who is also the chairman of the iSithebe Business Cluster and an active member of the iLembe Chamber – says the company is heavily invested in iSithebe flourishing. His suppliers alone employ about 300 people.

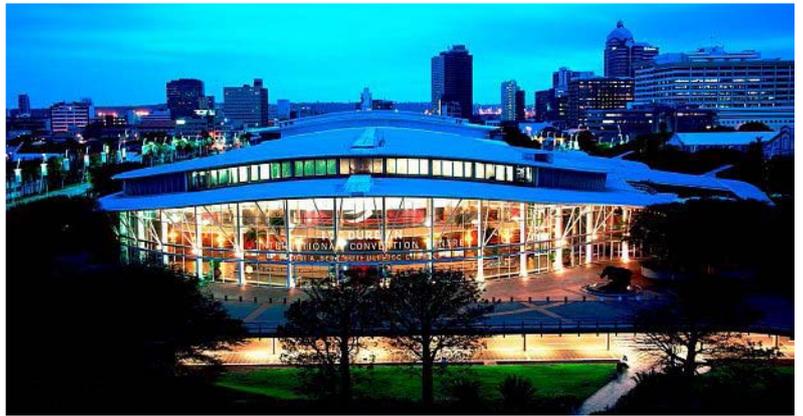
"Political upheaval is an issue. We need stability. We also need the local colleges to provide courses that are more relevant to the needs of local industry. We are the biggest employer in iSithebe and are committed to expanding here, and are looking at how we can increase the percentage



Why Durban ICC

Choose a destination that will excite your delegates and a venue that is committed to delivering a successful event!





Opened by former president Nelson Mandela in 1997, the Durban ICC was South Africa's first International Convention Centre and has played a pioneering role in attracting international events to our shores since its inception.

- ❶ The Durban ICC is the largest column-free, flat-floor conference venue in Africa.
- ❷ In 21 years the ICC has hosted

more than 8 000 conferences with a combined total of 7,1-million delegates.

- ❸ The ICC has created 57 000 mentions of Durban on Google.
- ❹ The ICC was built at a cost of R286-million and has had subsequent renovations and expansion worth another R460-million.
- ❺ Over R34-billion has been contributed to the South African GDP over the past 11 years.
- ❻ The Durban ICC is rated in the top 15 convention centres in the world by the

International Association of Congress Centres (AIPC).

- ❼ Construction on the ICC began in 1994 and it was opened by Nelson Mandela in 1997.
- ❽ The venue can host up to 22 000 people at a single gathering.
- ❾ With all its internal doors open the ICC is big enough to park four Boeing 747s nose to tail.
- ❿ The complex offers 112 000m² of flexible event space and has 1 400 parking bays.





Between the COVERS

Who said books were out of fashion? Owner of Ikes, a Durban bookstore like no other, Jo Rushby is passionate about the printed word

PICTURE: VAL ADAMSON

Kindle revolutionised the book business. eBooks are the bomb. We satisfy our impulse buy with fingertip flicks. But how many of those titles gather digital dust on your virtual bookshelf? It's just not the same as flopping down on the couch and savouring a book in your hands.

This is something Jo Rushby – who owns Ikes, a Durban bookstore with a cultish following – knows and trades on. It has the feeling of The Old Curiosity Shop about it.

Shelves are chock-a-block with yellowed books filled with mystery, magic and the mastery of prose. Situated above Mamma Luciana's in Greyville, Ikes is a lovely place to get lost in. It's leathery and vintage, a place of learning.

Rushby is living proof that sometimes going contraflow in business is precisely what you need to do to succeed. She doesn't give a jot about online bookstores and doesn't compete with big chains that stock bestsellers. She trades in niche titles and is a savvy buyer with a keen eye and a great memory.

Rushby remembered I was looking for V.S. Naipaul's *Among the Believers*. When she spotted it she seized it. The same with Fatima Meer's *The Trial Of Andrew Zondo*. And who, but Ikes, keeps a few copies of *One Day In The Life of Ivan Denisovich* by Aleksandr Solzhenitsyn?

Rushby is a passionate, critical reader whose library is extensive. What started out as a shop with lots of Africana morphed into an academic bookstore and now boasts light reads, offbeat books, and heavyweights like Franz Fanon, Albert Camus and Ezra Pound.

Greg Ardé asked Rushby five questions about her business:

❶ **Are books back in vogue or did they ever go sour at all?**

There was a time when Kindle began to emerge in South Africa and many of my friends told me I should look for another career option. But like Zuma, I refused to go. Unlike Zuma, the option worked. The reason being, there is nothing tender or meaningful about a Kindle. But a book can be caressed, pages smelt, stickers can mark a moment in which a phrase speaks to you. Books also punctuate our biographies with long lasting effects. And so Kindle is already yesterday. As they get older, books become sexier, more popular, tell more tales, have a lifespan longer than any bookshelf.

❷ **What's the average reaction of new visitors to Ikes?**

To use the word average is to give the game away. At Ikes there are tall storytellers, short corner specialists, Fanonites, Ayn Randers and those who are just searching. All, though, have a universal expression – gobsmacked – and their physical reactions vary. There are those who hug the gay and lesbian bookshelf, others who swoon over the African writers series, those who simply breathe in the bookish air, moving from shelf to shelf, turning pages over and over and then leaving with nothing in hand – only to start planning their next visit.

❸ **Who was Ike?**

Ike was a raconteur, Renaissance man, restless spirit. He grew up in the bowels of apartheid and chose to be against the system with a critical intelligence. He bound books with the delicate hands of a craftsman as much as he could argue a point with the crassness of a bar room brawler. Every day I learn new things about Ike. A few weeks ago I stopped off at a wonderful old trading store in Van Reenen, and after the usual Pass, the owner asked after Ike, delighted to know his spirit lived on. He was sourcing books from every crook and granny of the nation. People phone asking if Ike can bind a book. There are rare books on the shelf which still bear his writing. I hope that in some small way, I am continuing the traditions set in motion by Ike.

❹ **Any self-respecting bibliophile must have read a Stephen King. Which was your first and what were the circumstances?**

It was *The Shining*, and read on a four-day boat trip travelling up the River Niger to Timbuktu. I didn't have anything left to read.

❺ **Name a handful of your best books.**

Best is a tricky one as books mark periods in one's life. These are a few faves: *Les Misérables* by Victor Hugo; I find it hard to choose one Gabriel Garcia Marquez, but *Living To Tell The Tale* (his autobiography) is some of the finest writing; *Thunder Behind Her Ears*, the biography of Bessie Head by Gillian Stead Eilersen; *Frankenstein* by Mary Shelley; *Staying Alive – Real Poems for Unreal Times*, Bloodaxe books; and *Beyond the Boundary* by C.L.R. James. *

Rushby is a passionate, critical reader whose library is extensive. What started out as a shop with lots of Africana morphed into an academic bookstore and now boasts light reads, offbeat books, and heavyweights like Franz Fanon, Albert Camus and Ezra Pound

Ndabo Langa

Shelley Seid chatted to the visionary behind The Chairman, the coolest jazz club in Durban



PICTURE: VAL ADAMSON

The Chairman is Durban's best-kept secret. It has been described as the city's swankiest club – in the skankiest part of town. To find it you travel down Point Road and you have to look hard – it's stuck in the middle of two dilapidated buildings, one looks like a flop house for sailors.

Inside is immaculate and beautifully adorned. There's something timeless about it, it's iconic and like all icons, is infused with symbolism and significance.

Ndabo Langa's jazz club became a talking point in Durban soon after it opened its doors near the docks a few years ago. It surely rates as one of the coolest clubs on the continent.

It's entrance was transformed from a seedy bottle store by Langa, who is an architect. He created a groovy space that could comfortably fit in London, Lagos or Laos. It's a luxuriant mix of Persian carpets; crystal chandeliers and marvellous 1950s furniture. Old jazz record covers adorn the walls beside a stuffed nyala head and a collection of religious artefacts.

The vibe is 1920s speakeasy. It's stylish and sexy. Ndbalo says a jazz venue setting demands sophistication, needs to be a bit of a find and critically, authentic.

The venue is a magnet for jazz performers and their fans, mixing established and emerging talent. On offer are the finest whiskies and a star cigar bar, along with a choice of delectable dishes.

Langa says patrons love the place. It's aspirational and respectful. Eagle-eyed Langa is most often in the house. He pays attention to patrons, but behind his wide smile is a big thinker.

Beyond extending his brand of chic on Durban's historical wharfside, he's super keen on the regeneration of the city.

The Chairman inspires people, he says. "It offers a vision of what the city could be ... classy." *

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