



African
**BON
BONS**
Initiative



Shaping Executive Minds in Africa

INTRODUCING



NWU Business School African Bon-Bons Initiative

The African continent is a global treasure and deserves to be listened to by surfacing the wisdom and talent hidden in the silent voices of her people. Answers to the multiple challenges facing Africa can only be solved by seeking and uncovering African solution by Africa's people.

The NWU Business School, has made a decision to place emphasis on our continent – especially to shape executive minds in Africa.

Currently our new African-themed logo is representing the expansion of NWU Business School's "footprint" in Africa, whereby unique solutions are offered within a wider African sphere – not only with regard to specialised education for executives, but also to provide sustainable solutions or ideas for socio-economic growth. Through this, the NWU Business School wants to be known as a thought leader in Africa.

***Just as Bon-Bon
candy is small
and bursting with
flavour, such is
the idea with
this initiative:
compacted, sting
suggestions for
Africa by Africa.***



With this e-magazine we want to show our Bon-Bon initiatives conducted by our own experts, researchers and academics where they rapidly tap into relevant current affair issues in Africa. Each topic is accompanied by a short interview conducted with and African expert.



"We need to be relevant to our continent, and we have an obligation to use our expertise to address issues such as water shortages, food security, lack of leadership, health and safety, unemployment, corruption, political instability etc.

By hearing first-hand from the voices of Africa - their concerns, their needs - we will be in a position of providing innovative ideas to change Africa for the better."

Prof Jan van Romburgh,
Chief Director
NWU Business School

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The role of traditional leaders in our communities

with Kgosi Mabe



OARABILE MANYAAPELO

Generally, very little is understood within academic, as well as business circles about traditional leadership and its relevance in the modern democratic society in which we find ourselves.

Nonetheless, this is a form of governance that is still very prevalent in South Africa's rural communities especially in the former Homelands.

There is a perception that this form of governance is a direct contradiction of a democratic system of governance, and it is often perceived to be an autocratic form of leadership/governance.

It is likely that a Memorandum of Understanding will be concluded soon, which will identify areas of possible collaboration between the NWU and the North West House of Traditional leaders.



Digital revolution in Africa

with Dr Alistair Mokoena



PROF HEIN PRINSLOO

The advertising ecosystem has been digitally disrupted, exposing weaknesses in the business model that African, including South Africa's advertising agencies have relied on for decades.

As a result, many advertising agencies are losing business to new dynamic and nimble competitors who have emerged in the digital age. In this interview, Dr Alistair Mokoena, the CEO of Google South Africa was asked about Africa's potential opportunities in this current and future digital revolution.

He also discussed how Africa's media landscape could contribute to African based digital economies.

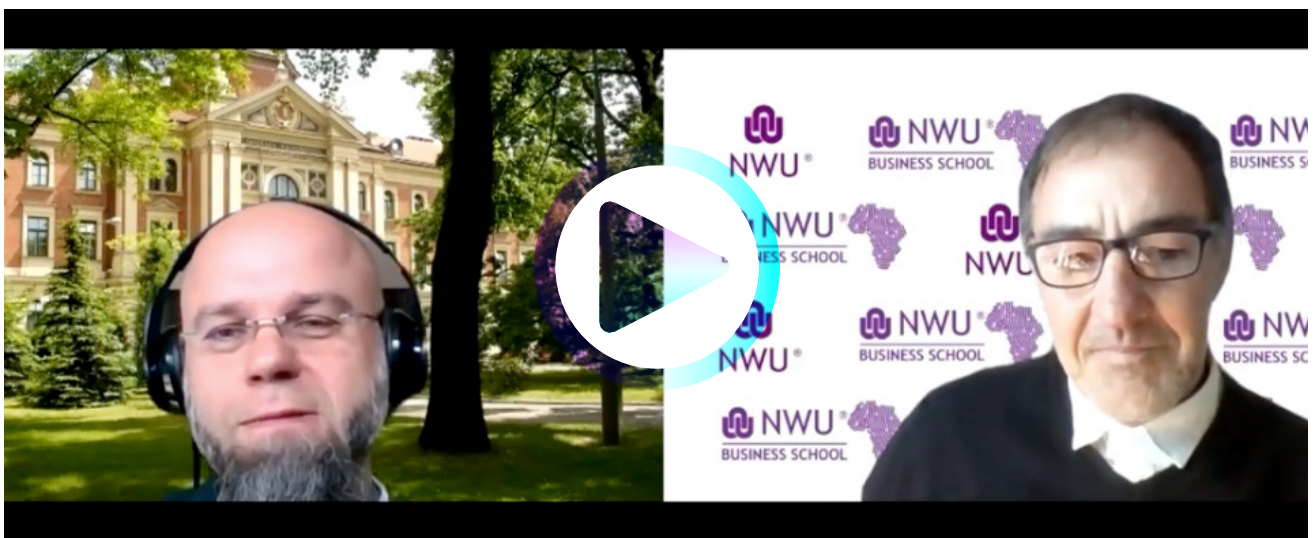


International investments and the effect of Geo-Politics in Africa

with Prof Remiguisz Gawlik

In this discussion with Prof Remiguisz Gawlik, from the Economic University of Cracow, Poland, the focus was on Africa's Geopolitical tendencies and effects on possible considered international investments.

Prof Gawlik has a wide knowledge of Geopolitics on an international level and he elaborated on the difference between the West and the East's approaches to investment in Africa. He specifically focussed on International investments and the effect of Geo-politics on this. He further indicated that although there are current Geo-political unease all over Africa, Africa is only starting now, and he would like to be on that 'boat' when it takes off.



From jobless to iconic self-initiated job creator – an informal African reality

with Mr Alexis Eluta Mbomba

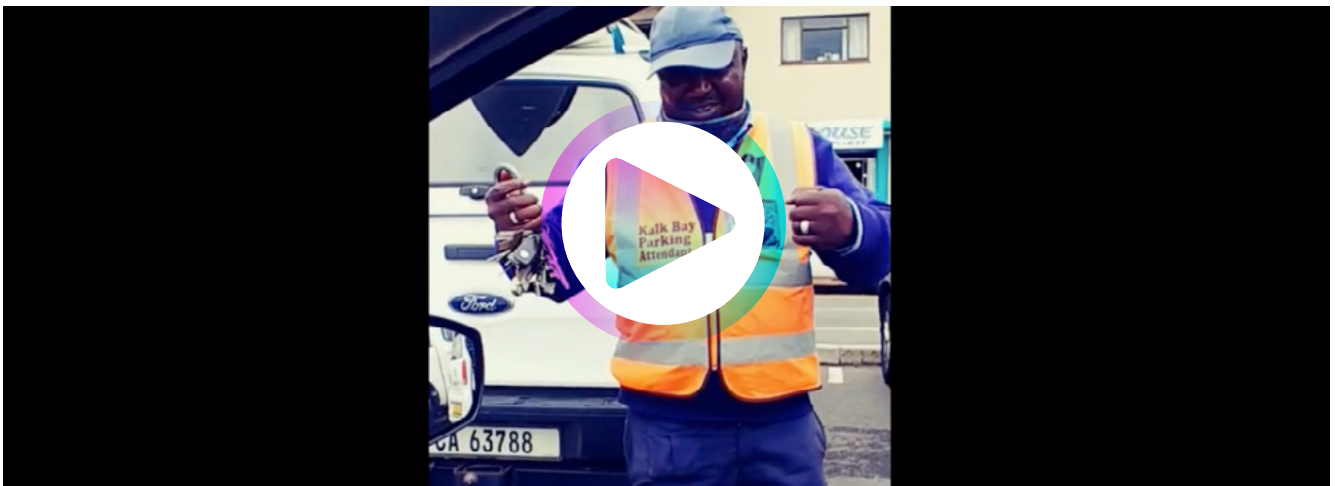


PROF YVONNE DU PLESSIS

It is well known that the informal sector is a significant part of the workforce and that this type of employment is pivotal in keeping households above the poverty line, especially in the African continent. Many people, especially in South Africa, who find themselves in poverty are depending on government for support.

This is not the case of Mr Alexis Eluta Mbomba who in 1999 migrated from the DRC with his wife, his positive spirit and a car licence to South Africa. Today, 21 years later, he is an icon in the Western Cape Peninsula. He crafted a unique job opportunity for himself and other jobless people.

This interview shows that we can alleviate poverty and other socio-economic challenges in Africa by taking our lives into our own capable hands no matter what challenges we may confront.



Some of the skills issues of Africa

with Prof Frednard Gideon



PROF RONNIE LOTRIET

The cost and speed of doing business in Africa needs to improve. This is however hampered by acute skills shortages and the lack of skills transfers. In this interview, Prof Frednard Gideon, the Pro-Vice Chancellor of UNAM, shares his thoughts on this topic.

The relative shortages of the right skills, can be addressed in various ways such as providing retraining to the existing workforce, also to adapt the already acquired skills to the new conditions and requirements. Outsourcing contingent labour such as freelance workers can also be a cost-effective option to address immediate operational issues.

Businesses in Africa needs a greater growth mind-set, with agility to be a critical skill in the VUCA market environment: "It's not the strongest of the species, nor the most intelligent that survives. It is the most adaptable to change!"



Banking in Africa - potential and opportunities

with Mr Jaco Viljoen

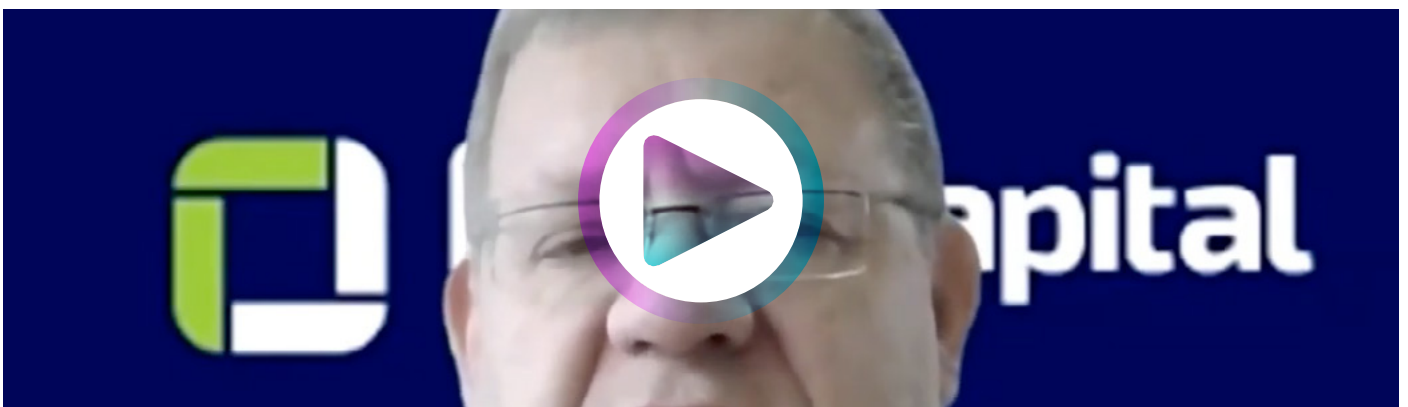


PROF JAN VAN ROMBURGH

South Africa has a very sophisticated financial services sector which is highly regulated, and to some extent was able to survive the 2008 global financial crisis better than banks and institutions in other countries.

Ultimately, the South African financial services sector has seen aggressive expansion of prominent banks into Africa – evidence of the perceived potential Africa holds for the banking sector in particular.

In this interview, Mr Jaco Viljoen, CEO of First Capital Bank in Africa, explains his views on the opportunities and pitfalls of doing business in Africa. He also ponders into why it is important to have a relevant MBA.





PROF CHRISTO BISSCHOFF

In this Bon-Bon e-magazine, the NWU Business School's Prof Christo Bisschoff interviewed four experts. They touched on the following topics:

**Challenges in the Zimbabwean University education
/ Dr Noel Muzondeo**

**Creativity and the South African youth - a case of nature or nurture?
/ Prof Ziska Fields**

**A futuristic glance at business skills transfer and education in Africa
/ Prof Ahmed Shaikh**

**Changes and lurking opportunities in the female consumer market segment
/ Prof Mornay Roberts-Lombaard**

Challenges in the Zimbabwean University education

with Dr Noel Muzondeo

Despite several poor post-colonial decisions on the political and economical fronts, Zimbabwe retains their high level of education. According to UNESCO, Zimbabwe has an adult literacy rate of 88.69% and rates favourably as no.88 globally as country.

Dr Noel Muzondeo sheds some light on how the university in Zimbabwe succeeded to overcome the load-shedding issues and how they deal with personal and institutional challenges to retain their record of quality Zimbabwean education despite all the challenges.



Creativity and the South African youth – a case of nature or nurture?

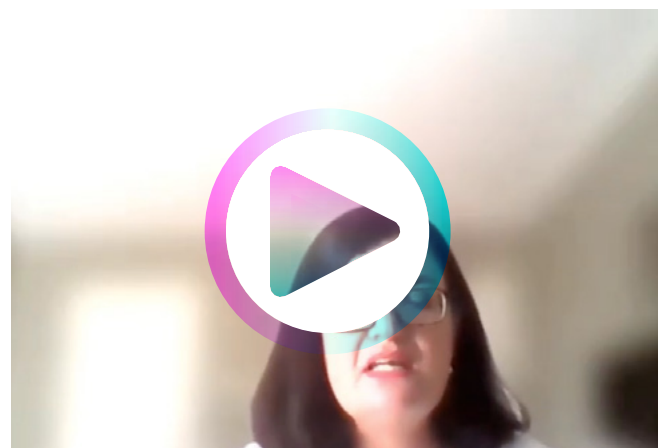
with Prof Ziska Fields

Experts agree that although everyone is born with the ability to be creative, this ability differ widely among individuals. This then raises the question if creativity can be successfully reinvigorated by learning.

Is this also true for business creativity? If there is a learning component in creativity, how is this done, and can this also apply to business solutions? New entrepreneurial thinking originates from creative thinking.

Creativity can differentiate South African entrepreneurs from their competitors and play an important role to develop products and services, create employment, and contribute to the South African economy.

Prof Ziska Fields explains...



A futuristic glance at business skills transfer and education in Africa

with Prof Ahmed Shaikh

Youth unemployment in South Africa is a staggering 53%. In this interview, Prof Christo Bisschoff discusses potential near-future scenarios with Prof Ahmed Shaikh, a specialist par excellence on skills development and education.

Prof Shaikh is a PhD Alumnus of the NWU Business School, a former Vice-President of the South African Business School's Association, and the Managing Director of a large private business school operating actively in Africa. Prof Shaikh mentions several modern educational trends and methodologies that could shape the future of business education throughout Africa.

He also discusses the capacity of education institutions and the pressure of numbers experienced by South Africa and also African countries in their quest to educate the continent. Finally, he delves into his crystal ball and offers some possible education scenarios for the near future.



Changes and lurking opportunities in the female consumer market segment

with Prof Mornay Roberts-Lombaard

The South African middleclass consumer market is changing rapidly. Specifically, the female market is attracting interest because many women can now afford a new range of products and services as they become financially emancipated and independent.

Specifically, the black female upcoming middleclass consumer comes under the spotlight. In this interview with Prof Roberts-Lombaard, who is widely recognised as one of the leading experts on South African consumer behaviour, the upcoming female consumer market is discussed.

He explains the changing dynamics of South African female consumers and how this market opens up new opportunities for a myriad of products.





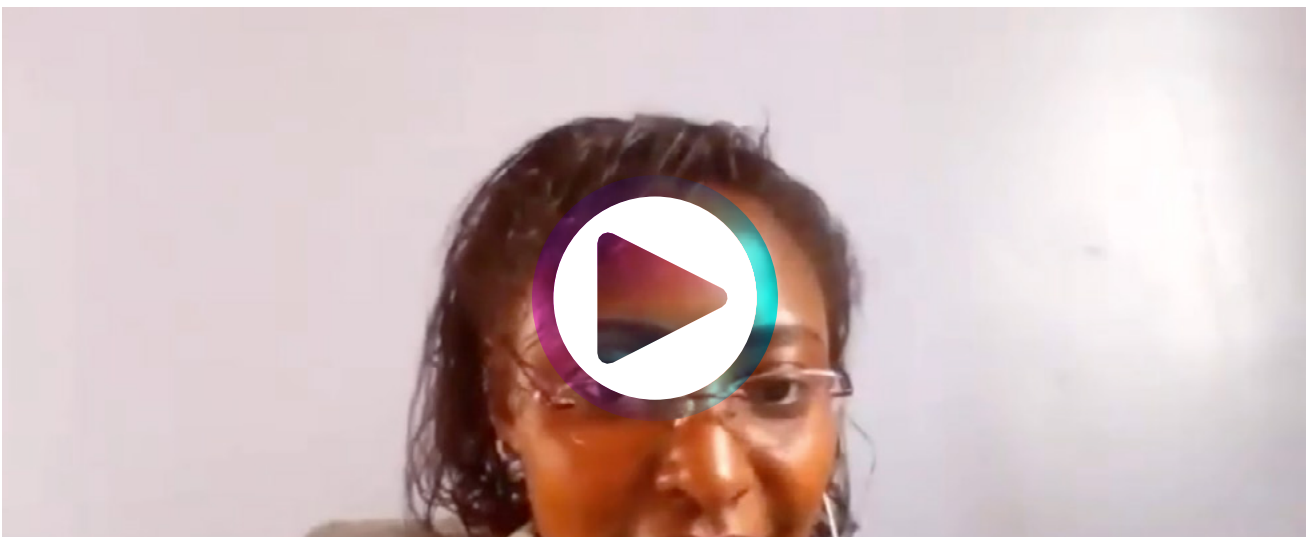
DR JOSEPH LEKUNZE

Impact of COVID -19 on Kenya's economy

with Dr Mary Mwanzia

This discussion was focussed on the social and economic disruptions induced by the COVID-19 pandemic on small Businesses in Kenya. Dr Mary Mwanzia explains that an estimated two million more Kenyans have been pushed into poverty and the COVID-19 shock has led Kenya's economy to contract in the 4th quarter of 2020 by -0.3%.

This interview shed light on how Covid-19 has led to the closure of many small businesses in Kenya. The outcome of the discussion stressed that the SMART strategies developed by the Kenyan government can be replicated in other countries across Sub-Saharan African countries.





PROF RAYMOND PARSONS

Using the NWU's TRADE-Decision Support Model tool to expand intra-Africa trade

with Prof Wilma Viviers

The NWU now has available an important diagnostic tool which enables exporters and governments to identify potential markets which can promote trade in various parts of the world, called the TRADE-DSM or Decision Support Model (DSM). Its developer, Prof Wilma Viviers, spoke to Prof Raymond Parsons about how the DSM can be further utilised in particular to expand African trade.

In this interview, Prof Viviers outlines how the DSM works, what experiences has already been gained through mobilising it for certain African countries, and how the increasingly sophisticated use of the DSM can add considerable value to export efforts in Africa.





PROF NELDA MOUTON

In this Bon-Bon e-magazine, the NWU Business School's Prof Nelda Mouton interviewed seven experts. They touched on the following topics:

The importance of fraud detection in stock control / Mr Pabaleleo Mshishi

How to improve Public Relations in Africa / Mr Sam Mashele

The role of administrators in the world of business / Mr Daniel Kgahlela

Market shares in the liquor business trade / Mr Kgotso Mohlomi

The contribution of clinical trials in Africa / Mr Tshepo Matemane

Measuring Project Performance in an HR environment / Matlhapelo Chirwa

Developing skills to be employable in Africa / Mr Fusi Motaung

The importance of fraud detection in stock control

with Mr Pabaleleo Mshishi

Mr Pabaleleo Mshishi is a Business Intelligence Analyst for a mining company in Mpumalanga. In this interview he stressed the importance of working on a computerised system when doing accounting. He says that this is important as it will save time and it will also contribute to pick up fraudulent activities on time.

He states that if businesses are not aware of online systems, there could be mistakes and this will have a major implication with SARS. Should these not be picked up, it could lead to forensic investigations and auditors might detect irregularities with far reaching consequences for a business.

Business owners should be hands-on in their systems and should always consult with someone who has experience with stock controls and auditing of books.



How to improve Public Relations in Africa

with Mr Sam Mashele

Mr Sam Mashele is an experienced marketing communication professional with over 9 years' experience in his field. He is currently employed as a Public Relations Consultant at First National Bank. His responsibilities include developing and implementing communication plans, media relations, stakeholder engagement, reputation management and profiling of spokespeople in the media.

In this interview, he focused on the importance of stakeholder relationships, marketing and offering support to small businesses. He stressed that the public image of a business is important and that business should focus more on online platforms. He mentioned that in this process, businesses should be aware of scams as this could sacrifice the credibility and the bank account of a business.



The role of administrators in the world of business

with Mr Daniel Kgahlela

This interview focussed on the important role of administration in a business. All businesses need good administrative processes in everything they do. If this is not done properly, quality can be jeopardised. Mr Daniel Kgahlela, an administrator from Limpopo University focussed on the fact that many rural business and people still do not have access to the internet, and that creates many problems for them in the future.

Going forward he suggested that there should be online platforms where people can watch and learn how online systems work. This is especially important in education as we need to support young people in our country. Lastly, Covid-19 had an impact on the way we do administration and therefore we should focus on a streamlined way of connecting to each other.



Market shares in the liquor business trade

with Mr Kgotso Mohlomi

Mr Kgotso Mohlomi works for Heineken as a sales representative. He focuses on various market shares and how to win different market shares in his trade, and also how to improve service delivery during the Covid times. He also elaborated on the impact of the 4IR and how we could assist businesses.

The initiatives he suggested included focusing on government regulations – these need to make more sense and there need to be more debate between businesses and the government.

He also emphasized the importance of workshops and education for smaller businesses. Education plays a major role and the fact that we are moving online indicates a definite change in the trend how we do business.





The contribution of clinical trials in Africa

with Mr Tshepo Matemane

Mr Tshepo Matemane, an experienced clinical researcher, shares his thoughts on the impact of the UN's 2063 protocols to improve the African continent. Matemane, who works with various infectious diseases including TB, Malaria and Covid-19, states that education should be the main focus.

Mr Matemane has extensive experience in clinical research and working with various infectious diseases including TB, Malaria and Covid-19. He travels a lot and visits deep rural areas in South Africa as well as other African countries.

The impact of the UN 2063 protocols to improve the continent poses a challenge to the continent and to all involve. He says that we need to improve education on the continent in order to make a difference in the world.



Measuring project performance in an HR environment

with Matlhapelo Chirwa

The NWU Business School's Prof Nelda Mouton caught up with Ms Matlhapelo Chirwa, an HR business partner at Hollard Life, to talk about measuring project performance.

Ms Chirwa indicated that businesses should have a strategy and that they should set targets for their workforce. It is therefore important to have at least three goals, and workers need to focus on key performance areas in order to achieve their goals.

"This process should be monitored throughout to determine if workers achieved set goals." She noted that it is important that there should be a platform for the workforce where they can get guidance, should goals not be met.



Developing skills to be employable in Africa

with Mr Fusi Motaung

"We need to teach young people the culture of work. After graduation or leaving school, young people are not ready for work and need assistance." - Mr Fusi Motaung

This is the thoughts of Mr Fusi Motaung, a human resource practitioner and manager. He suggests that mentorship is important and that young people need to be motivated to get a mentor from an early age.

According to Mr Motaung, Africans need to raise their hands when there is a job opportunity and that they should not wait for someone to knock on their doors.



Leadership and trans- formation

with Advocate Sandile Nogxina

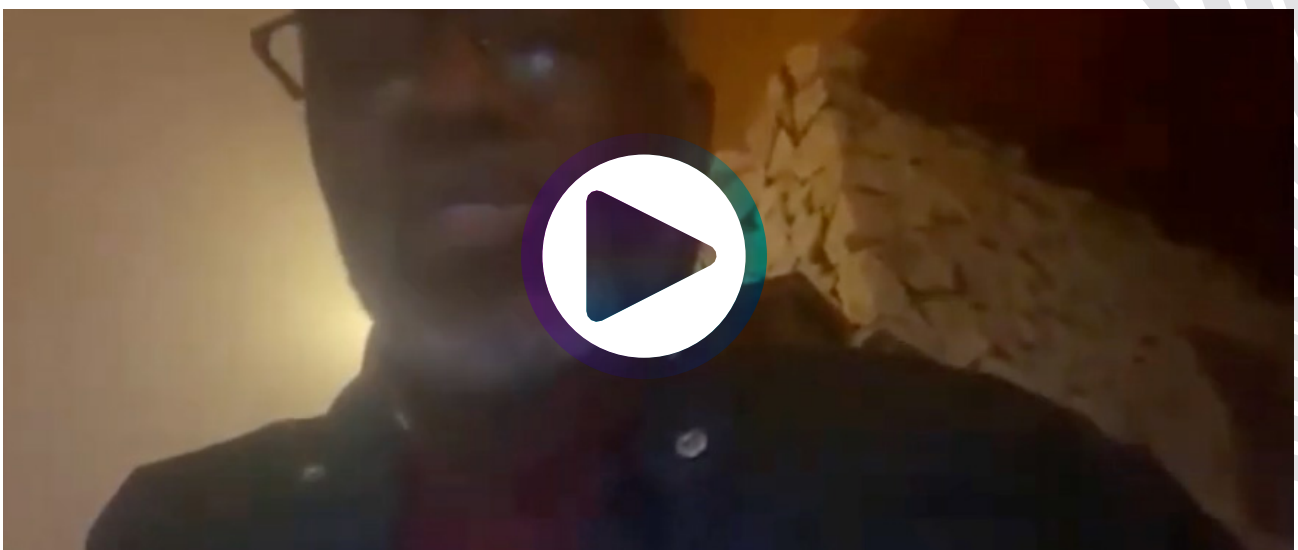


PROF MALA SINGH

In this interview Prof Mala Singh spoke to Dr Sondile Nogxina, an independent non-executive chairman of the board of Airports Company South Africa about transformation and leadership.

He had an amazing national and international leadership journey and shared some of the valuable cross-cultural leadership lessons that he has learnt along the way.

Dr Nogxina shared some of the differences he sees in how we lead in Africa compared to Mexico, where he served as the Ambassador. He also shed light on how upcoming leaders can get buy in to a common vision to transform an organisation.



Challenges Africa face with regards to eradicate water scarcity

with Prof Lobina Palamuleni

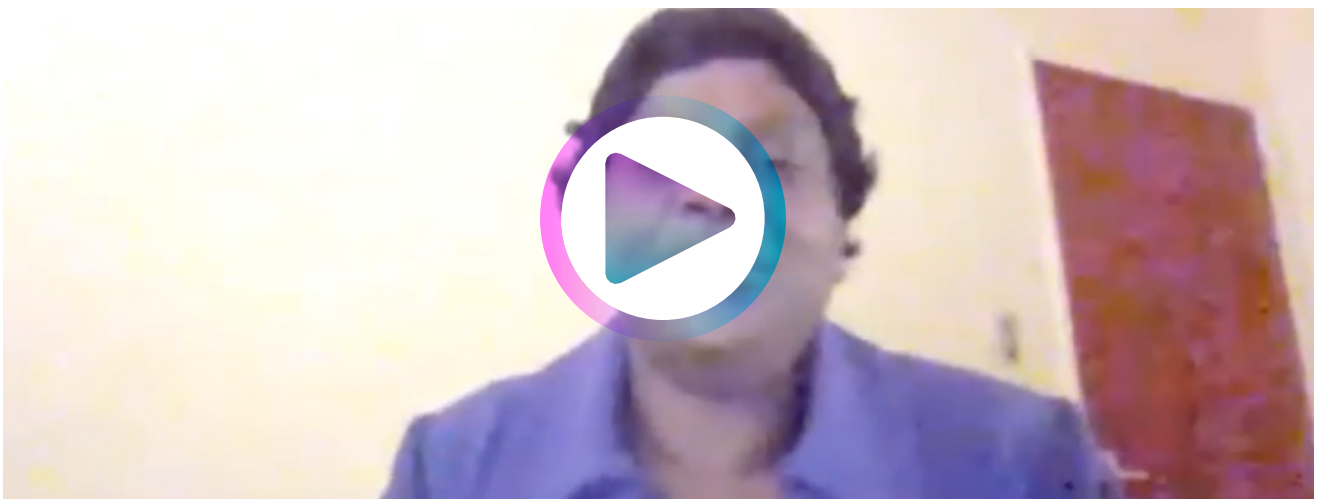


PROF ANET SMIT

The NWU Business School's Prof Anet Smit talked to a water conservation expert, Prof Lobina Palamuleni, about the world water crisis. World Water Day was established by the United Nations (UN) in 1993 as an international day to highlight the importance of safe water usage.

Today, the UN's Sustainable Development Goal 6 aims to "ensure availability and sustainable management wof water and sanitation for all" by the year 2030. Every day in rural communities throughout sub-Saharan Africa, millions of people suffer from a lack of access to clean, safe water.

"Without water you can't grow food, build housing, stay healthy, stay in school and you can't keep working." - Prof Palamuleni



Combating corruption in the Sub-Saharan region

with Mr Nic Harris



MR ALBERT VAN ZYL

Entrepreneurs and professionals that conduct business in African countries have been exposed to corruption on many levels.

Specifically, those involved in the prevention, detection and investigation of fraud and corruption.

Mr Nic Harris, as an experienced commercial forensic practitioner, has gained a wealth of experience on what challenges businesses face in fighting fraud and corruption in a number of African countries.

This interview focused on identifying what practical measures or structures can or should be implemented to combat fraud and corruption.

The question was asked: "What can we learn from other African countries, either through their successes or progress that have been made, or through the lessons they have learnt?"



Woman Leadership in Africa – Perspective

with Prof Kiveshni Naidoo



PROF CHRISTOFF BOTHA

Africa has iconic women leaders who all have their own styles and with the rapid changes the willingness to embrace changes serves as a driving force in the hope of acceptance. A good leader is not about your own accolades but about recognising other women, supporting and helping them on their journey.

In this interview, the NWU Business School's Prof Christoff Botha has a discussion with Prof Kiveshni Naidoo about "Woman Leadership in Africa".

Prof Naidoo is PhD Alumnus of the North-West University Business School and is currently employed as the Academic Director of probably the largest private higher education institution in Africa.



Africa: a golden opportunity for the sport industry

with Dr Jacques Faul



PROF RONNIE LOTRIET

The African continent is sitting on a golden opportunity that has a development mandate all over the world - its sport industry. The challenge of delivering sports development in Africa persists.

Creating opportunities for young people in disadvantaged communities might not be easily resolved whilst poverty and social deprivation continue.

In an interview with Dr Jacques Faul, CEO of Northern Titans and a very experienced sports business administrator having previously also been the acting CEO of Cricket South Africa, he shared some of his views with the NWU Business School's Prof Ronnie Lotriet on the issues of sport in Africa.

The Northern Titans have an African and international focus, and as such involved with some sub-Saharan African countries as strategic alliances in this sporting code.



