

SAFRI Entrepreneurial Training and Mentoring in Namibia



F. van Olt, V. Grüttemeyer



N. Mapiiti, D Meyer



Beginning down the *Road to Excellence* in Namibia

Namibian businesses travelling the *Road to Excellence*

The SAFRI HRD Project worked in partnership with SMEs Compete and M+Z Motors to help Namibian SMEs begin a journey toward entrepreneurial excellence and increased competitiveness.

"Sometimes things just come together." SAFRI HRD Project Manager Nina Mapiiti still wonders at the coincidences. "First I ran into Danny Meyer in Cape Town. He's an old acquaintance from Zimbabwe, now with SMEs Compete in Namibia. Very shortly thereafter, Verena Grüttemeyer, recently appointed MD of M+Z Motors in Namibia, called at the suggestion of a friend. All of us are interested in strengthening SMEs in Namibia. What could we do but cooperate?"

The SAFRI HRD Project's goal is to enhance the competitiveness and export-related competencies of small and medium enterprises in SADC, thereby helping to promote entrepre-

neurship, create jobs, raise the standard of living, and create and improve opportunities for German businesses. To this end, it organises Entrepreneurs' Workshops, initiates training sessions, and runs an entrepreneurial mentorship programme.

In Namibia, the SFARI HRD Project cooperated with SMEs Compete and M+Z Motors to offer a 2.5 day SAFRI training course entitled *The Road to Excellence*.

SMEs Compete identified and invited some of the most promising SMEs in the country to participate, and hosted the training on their premises in Windhoek. M+Z Motors as-

sisted with organisational infrastructure for the project.

The *Road to Excellence* course addressed questions such as: *What can we do to become more competitive? What does it take to be an excellent organisation?*

An internationally recognised management tool, the SADC Quality Model, serves as the course's framework. The Model enables people within a company to assess its performance excellence in a process called Self-Assessment.

A Self-Assessment is like a snapshot: it results in a holistic overview of an organisation at a

continued on back

Local partner**M + Z MOTORS****Sponsors****DAIMLERCHRYSLER****SMEs Compete***Namibians On The Way Up!***An Entrepreneurs' Parable**

Every morning in Africa, a gazelle wakes up.

It knows that it must run faster than the fastest lion, or it will be killed.

Every morning in Africa, a lion wakes up.

It knows it must outrun the slowest gazelle, or it will starve.

It doesn't matter whether you are a lion or a gazelle.

When the sun comes up, you had better be running!

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SAFRI Training and Mentoring in Namibia**"It is all about putting strategy into action."***continued from front*

given time by assessing it against best practices in areas such as leadership, strategy and planning, people, customers, processes, and business results. The results of the Self-Assessment are used to prioritise improvement opportunities and to begin formulating action plans to address them.

Trainer Mark van Wyk is from RSA-based consulting company Honeyguide. He was supported by a team of facilitators and resource people: Ms Grüttemeyer, Mr Meyer, Ms Mapili, and from DaimlerChrysler S. Africa, Fritz van Olst, Management Board Member, and Robert Black, Marketing Manager, Mitsubishi Motors Division.

The SAFRI Entrepreneurial Mentorship Programme

Following the training, two of the participating companies, Jarman Funeral Services and Rudro Clothing were asked if they would be interested on taking on the larger challenge of participating in SAFRI's Entrepreneurial Mentorship Programme. After careful consideration, both decided they would.

"This is a big decision," said Mr van Wyk. "This is where the takkie hits the tar. The mentorship programme is all about developing and *implementing* action plans that address the company's key improvement opportunities. It is hard work, but worthwhile."

Ms Mapili added "Though most

organisations have some sort of strategy in place, studies show that the majority of these strategies are not implemented. The core of the mentorship programme is therefore about implementing action plans that systematically realise an organisation's strategies."

How does the process work?

During training, each participant completed an individual Self-Assessment of the performance excellence of his or her organisation. In the next step, management teams convene to find fact-based consensus amongst team members' individual assessments. Once consensus has been achieved, 2-3 priorities - strategic thrusts - are identified and action plans are prepared to address them.

A mentor facilitates this process, and then coaches the action plan champions in the implementation thereof, helping over rough spots and setbacks. After the initial work on-site (from training through the first steps of action planning), mentoring is carried through by e-mail and telephone, with progress reports required on a weekly basis. In total, a mentor generally spends about 5 days working with a company - both in person and virtually.

Thereafter the company prepares a short case study of its *Road to Excellence*, and participates in, and contributes to, an International SAFRI Entrepreneurs' Workshop.

In keeping with the concept of role models, acceptance into

the programme requires a business to commit to actively sharing the knowledge it gains with colleagues.



Mentor van Wyk (r) and the Jarman Funeral Services management team.



Rudro Clothing MD Grace Rudolph (r) speaks with representatives of potential customer M+Z Motors in her Swakopmund factory.

The Southern Africa Initiative of German Business - SAFRI

Since its creation in 1996, the Southern Africa Initiative of German Business, SAFRI, has brought together people from every sector of business and industry in order to draw the attention of German entrepreneurs to the economic potential of the 13 member nations of the Southern African Development Community, SADC.

A region of great promise, SADC holds the potential of soon becoming one of the world's fastest-growing regions. In the next few years, this area - with an overall population of some 225 million people - could develop into a very attractive market.

German business and industry cannot afford to neglect this development. Since its inception, SAFRI has discovered that many business opportunities go unrecognised and untapped by German firms for lack of sufficient information. SAFRI's primary task is, therefore, to create a platform in Germany, which gives the individual Southern African nations the opportunity to show investors their potential.

At the same time, SAFRI realizes that Southern Africa, in order to become more firmly integrated in the global economy, needs more local entrepreneurs. Accordingly, the SAFRI HRD Project focuses on helping Southern African entrepreneurs become more competitive.

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SAFRI Entrepreneurs' Training

The Road to Excellence

Assess and benchmark your organisation's competitiveness

Special guests

Fritz van Olst
Management Board Member
DaimlerChrysler SA (Pty) Ltd



Danny Meyer
General Manager
SMEs Compete



Windhoek, Friday the 5th to Sunday the 7th of August, 2005

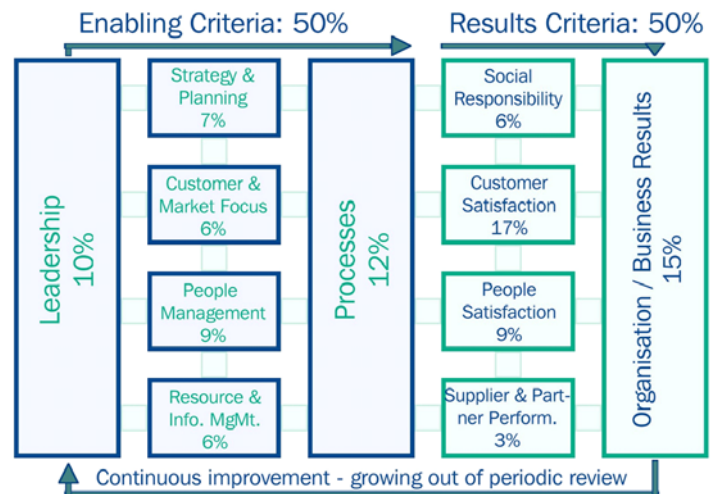
Sharpen your competitive edge

Invest 2.5 days in a dynamic, interactive training course featuring a combination of presentations, intensive discussion, practical exercises and case studies designed to start you and your business on a journey toward continuous improvement, performance excellence, and increased competitiveness.

Self-Assessment using the SADC Quality Model

Self-Assessment is a comprehensive, systematic and regular review of an organisation's activities and results referenced against a benchmark of performance excellence.

The Self-Assessment process allows an organisation to clearly identify both strengths and areas in which improvements can be made, and culminates in planned improvement actions, which are then monitored for progress. It is also an effective means to coordinate an organisation's quality improvement initiatives.



The SADC Quality Model is identical to the South African Excellence Model, which was developed by the South African Excellence Foundation and adopted by the SADC Council of Ministers for use in SADC.

Local partner

M + Z MOTORS

Sponsors

DAIMLERCHRYSLER



SMEs Compete
Namibians On The Way Up!

The SAFRI Entrepreneurial Mentorship Programme

This course specifically targets Namibian SMEs interested in participating in SAFRI's Entrepreneurial Mentorship Programme. The programme is part of a business-to-business initiative, and was conceived with the goal of accompany promising, dynamic SMEs along the initial stretch of their *Road to Excellence*. Participation is on an SME-friendly cost-sharing basis.

A company is eligible to apply for the programme if its managers have all participated in a "Road to Excellence" training course. The mentoring process begins with the mentor facilitating a meeting at which consensus amongst the managers' individual self-assessments is established, and priority improvement opportunities are agreed upon. In the next step, the management team prepares detailed action plans for each of the up to 3 priority areas.

After the initial steps on-site, mentoring is generally carried through by e-mail. Progress is reported and discussed on a weekly basis. In total, a mentor generally spends about 5 days working with a company - both in person and virtually.

For more info. contact Nina Mapili: nina@mapili.com, tel. +49 172 9586271 or +27 82 8547125.

Facilitators

Mark van Wyk

Senior Partner, Honeyguide
East London & Cape Town



Mr van Wyk is a facilitator in the use of the SADC Quality Model / South African Excellence Model and an experienced Excellence Award Assessor. He has collaborated with SAFRI as trainer / facilitator and mentor for the past 3 years.

Nina Mapili

SAFRI HRD Project Manager
Friedrichshafen, Germany



Ms Mapili developed the SAFRI HRD Programme and has organised/initiated SAFRI HRD events in 8 SADC countries. She is a SADC Quality Model / South African Excellence Model facilitator.

A parable

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a gazelle wakes up.

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For registration and information contact:

Ria Fourie, Tel: 061 22 5401, Fax: 061 23 5624

Email: ria@metjeziegler.com

To register, complete the form below (one per person) and fax the page to 061 23 5624 for the attention of Ria. You will be contacted with payment details.

Please note: the number of participants is strictly limited to ensure the best possible learning experience. Spaces will be reserved in order of receipt of payment.

Shortly after registration and payment you will receive a training schedule, training materials, and instructions for preparation.

Family name(s)	Given name(s)
Company name	
Position	Since
Address	
Telephone	Fax
E-mail	Web site
Number of employees	Signature

Venue, start and finish times

Training will take place at the SMEs Compete Training Centre, 17 Nachtigal St., Windhoek. We will begin punctually at 08h00 on Friday, 5 Aug., and end with lunch on Sunday, 7 Aug.

Fee

The fee includes participation in the course, training materials, lunch each day, one dinner, refreshments during breaks, and one soft drink per meal.

It is heavily subsidised, particularly to the advantage of companies that are potential participants in SAFRI's Entrepreneurial Mentorship Programme, and whose entire management teams participate.

Members of participating management teams: N\$ 750.00

Individual participants: N\$1,000.00

SAFRI - The Southern Africa Initiative of German Business

SAFRI was founded in 1996 to help improve the economic and political parameters for business in Southern Africa. Since its creation in 1996, SAFRI has brought together people from every sector of business and industry in order to draw the attention of German entrepreneurs to the economic potential of the 13 member nations of the Southern African Development Community, SADC. www.safri.de

The SAFRI HRD Project

Promoting entrepreneurial excellence in SADC

The HRD Project's goal is to enhance the competitiveness and export-related competencies of small and medium enterprises in SADC, thereby helping to promote entrepreneurship, create jobs, raise the standard of living, and create and improve opportunities for German businesses. To this end, the SAFRI Human Resource Development (HRD) Project organises Entrepreneurs' Workshops, initiates training sessions, and runs the SAFRI Entrepreneurial Mentorship Programme. It designed this training course, which has been presented in many SADC countries, in 2003.

Remember: Excellence is the ultimate advantage!