

SUPERMARKET & RETAILER

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Business knowledge for smart retailers
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**What's trending
in butchery & braai?**

**Italian superstore
format tunes into
the correct audience**



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I'd like to order a miracle, thanks!



Helen Maister

Tears of anguish have flooded the streets. Destruction, looting and immense damage to property and infrastructure. An unimaginable travesty.

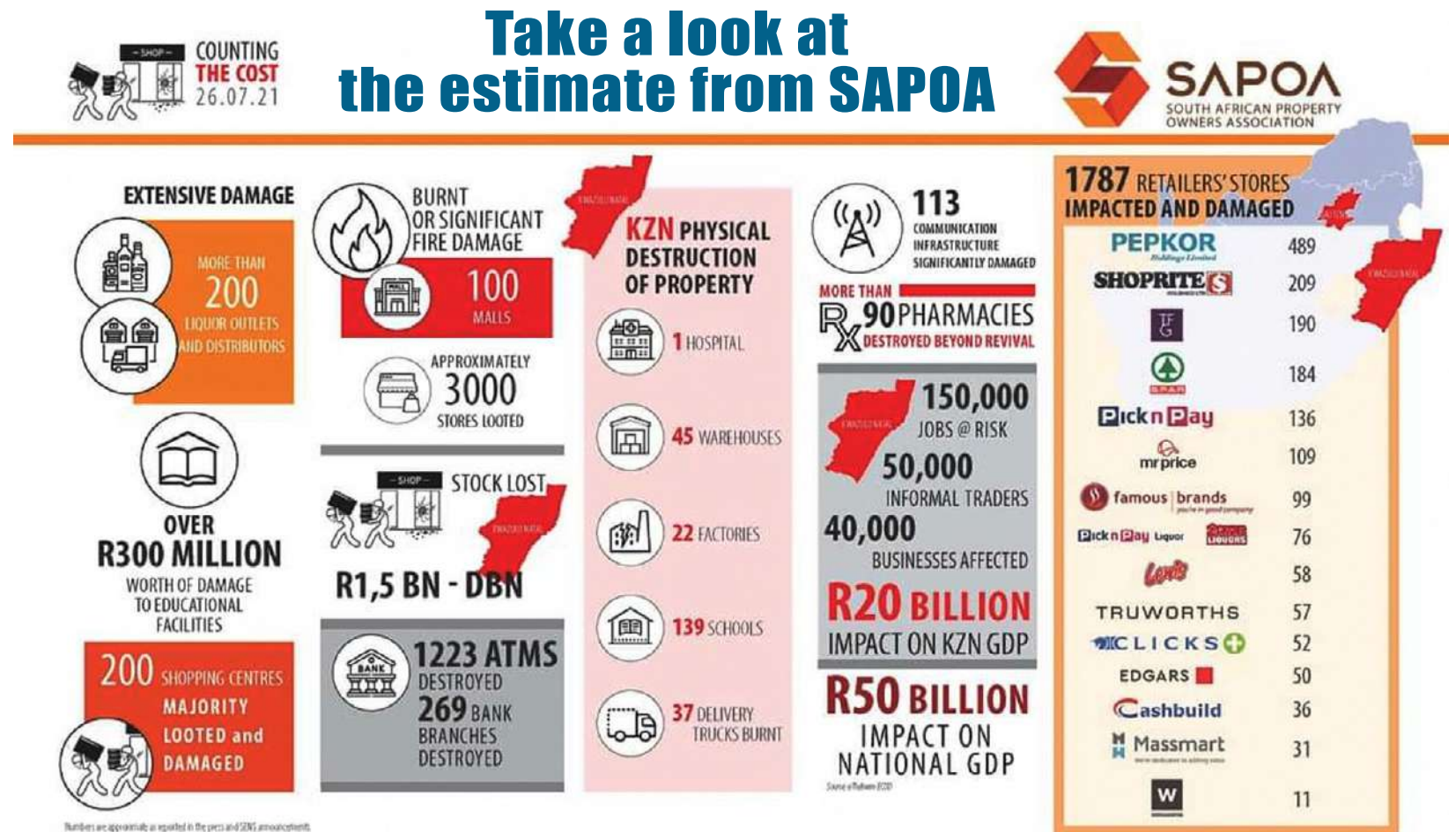
Some faction wanted to break this country and its people. This was a meticulous attack on us, the people and this industry.

The cost can't only be calculated in Rand terms, but the whole social

structure that has collapsed. The supply chain has been destroyed. Manufacturing, warehouse, transportation, retail outlets, hawkers and consumers, destroyed and therefore the jobs that these industries uphold.

The people raged against this and said "NO! Here and no further."

Communities stood together. They rose up against the perpetrators and fought back. Then the tears of amazing deeds started flowing. Groups of people banded together. A tiny community on the West Rand sent 32 000 loaves of bread within a day to these communities. 80+ tons of fruit and veg came from the Western Cape. Organisations packed supermarket and hypers with a turnaround time 15 hours from JHB to DBN and PMB. 15 hours for trucks to leave Johannesburg and arrive in Durban and Pietermaritzburg and pack these hypers. It takes three



days to pack a hyper from scratch. Read the LinkedIn post https://www.linkedin.com/posts/helenmaister_rebuildsa-activity-6822550329645662208-70kq

To the friends of Supermarket & Retailer who have been affected by this tragedy, we grieve with you. But we are tough and resilient and we need to carry on. The question is ... **How can we help?**

We are in this together. Please contact us on ... **011-728-7006** or info@supermarket.co.za.

We have a resource guide for all your shopfitting needs. All suppliers listed are on the top of their game. <https://www.supermarket.co.za/supplier-guide/index.asp> or view the Buyers Guide magazine <https://www.supermarket.co.za/magazine-features.asp?magID=267>

Helen Maister

Helen Maister



What makes your heart sing?

Aki Kalliatakis

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In this series of Supermarket & Retailer's articles, we share stories of what some organisations and managers have done to motivate and inspire their teams. We give you practical ideas of what you can do to create the most amazing, customer-driven company in the world.

When an aeroplane taking off in New York lost power because of a bird strike, the pilot, Chesley Sullenberger barked out three words – “Brace for impact!” – and landed safely in the Hudson River. Passenger Ric Elias recalls that his most important lesson that day was to spend the rest of his life being happy. “In an instant,” he said ...

“I felt one real regret...

In my own humanity and mistakes, I wasted time on things that did not matter with people that matter. I thought about my relationship with my wife, with my friends, with people... and I no longer try to be right.

I choose to be happy... 🎵



Nobody on their deathbed ever wished that they spent more time at work, and no customer has ever wished that they could spend more time shopping.

I'm not going to give you a list of *Things to Do to be Happy* because that would be too long. (Indeed, my own list has 58 actions.) But I'd like to share some of the important findings that recent research on happiness has discovered – and some of it may surprise you.

Creating happiness is critical for a number of different reasons, not least of which is that there is a lot of bad news in the world at the moment.

But being happy, particularly at work, makes a huge difference.

Happier people work better with others, are more creative, fix problems instead of complaining about them, have more energy, optimism, are way more motivated, and inspire others. They get sick less often, learn faster, worry less about making mistakes (and thereby make fewer mistakes), and make better decisions.

In 1932, 180 novice nuns wrote short sketches of their lives. One wrote: “God started my life off well by bestowing upon me grace of inestimable

value. The past year has been a very happy one.” She lived to 98 in wonderful health. Another wrote a joyless and neutral sketch, ending: “With God’s grace, I intend to do my best for our Order.” She died after a stroke at the age of 59. But here’s the deal ...

““ The scientists analysed all 180 sketches for positive feelings, and found that almost 90% of the happiest nuns were still alive at 85. Only a third of the other group survived to that age. ””

So, what has research taught us about what cheers us up? Surprisingly, some things don’t have as powerful an effect as we may think. Ed Diener found that wealth, and all the delightful things that money can buy, wasn’t enough – once your basic needs are met, additional income does little to raise your happiness.

Enjoying good health is obviously a key, but what about something like having a good education? No, and in fact ‘clever’ people are, on the contrary, less happy. Are younger people happier in their exuberance? No again. Older people tend to be consistently content with their lives, and less prone to sadness and dark moods. Wedded bliss? More complicated: married people are generally happier than singles – but only if the relationship is good. Children do bring some happiness, but grandchildren bring much more.

The weather and sunny days in particular do make a difference, but unless you move to somewhere balmy, there’s not much you can do



about it. (Psychologists have identified a syndrome called SAD – Seasonal Affective Disorder.)

What does create happiness? More than a few studies show that religious people tend to be much happier. What we don’t know for sure is whether it’s the spiritual side of it, or the community side, but the evidence is strong. But some form of prayer and meditation, and a values-driven belief system are important.

But the most important contributor to true happiness by far is one which won’t surprise you ... people and relationships. (For people who live alone, even pets can make a huge difference.) Jean Paul Sartre got it completely wrong in the 1960s when he wrote, “Hell is other people.”

You know what you need to do, but here’s a reminder...

- Invest time and energy and seek out interactions with family and friends. Personal relationships, and even doing trivial things together, make a difference. When we, for example, cook as a family, the routine and ‘boring’ preparation like cutting, peeling, preparing food around a table together is full of positive energy, and build relationships away from screens.

- As ‘plane crash survivor’ Ric Elias discovered, ego gets in the way. The ability to forgive others is right near the top of the list. Letting go of anger is crucial, for it burdens you. St Augustine wrote: “Resentment is like drinking poison and expecting the other person to get sick.” Persistent rumination and dwelling on revenge hurts you.

- Bringing happiness to others, we somehow also find ours. It’s up to each one of us to practice ‘random acts of kindness’. We always see a colleague or a customer who is harassed by things out of their control, and that’s an opportunity to reach out. Being kind to others – friends or strangers – triggers a flood of positive feelings not only for them, not only for you (it makes you feel capable and generous, wins you smiles, and gives you a greater sense of



connection), but even for someone who just observes what you just did. Another great possibility is to thank someone – even someone from your past that helped you. Express your appreciation, and do so in detail, and face-to-face if possible.

- Count your blessings, and be grateful for what you do have in your life. It may sound very 'Dr Phil', but writing things that you are thankful for in a journal can make a huge impact on your happiness, especially when you are down. Do it often

and keep it fresh. And don't forget to savour all of life's wonderful little joys ... things that people do that inspire you, pleasurable things that affect any of your five senses (fresh-baked bread, anyone?), and focus on the scores of momentary wonders and pleasures that surround us. Good things

happen every day in our lives, but so often we are caught up in our work that we forget to notice.

Psychologist Mihaly Csikszentmihalyi was very clear on the purpose of business ...

“ Business exists to enhance human well-being. ”

I couldn't agree with him more. **SR**



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CASE CLOSED

Energy Saving Solutions

Glacier Door Systems has introduced the Air Shield ('Close the Case') Glass Door retrofit solution for refrigerated supermarket display cases, as well as the Eco Leaf Replacement Glass Door for existing glass door freezer rooms and glass door freezer display cabinets. Both solutions guarantee energy-savings in an ever-increasing energy cost environment. Part of the well-established Universal Industries Group, Glacier has 26 years' experience and are acknowledged industry leaders in refrigeration door technology. Innovative and forward-thinking, the company is built on cutting-edge technology, technical expertise and a customer-centric approach.

Air Shield Glass Doors

Features and Benefits

- Double glazed glass doors with Argon gas fill for superior insulation.
- Glass durability and clarity with torsion bar for positive closing.
- Glass door heating option for high humidity environments.
- Glass doors available with hold open brackets and LED lighting options.
- Flex modelling means glass panels are customised to fit existing cabinets and are tailored to suit each store's specific environment.

A quick and easy energy-saving retrofit solution, Air Shield Glass Doors can be fitted to any existing open refrigeration case, saving up to 40% on energy consumption.



Note: The value proposal is based on R1.31 per kWh and 40% energy saving. These are averages based on our experience and can be validated per store.

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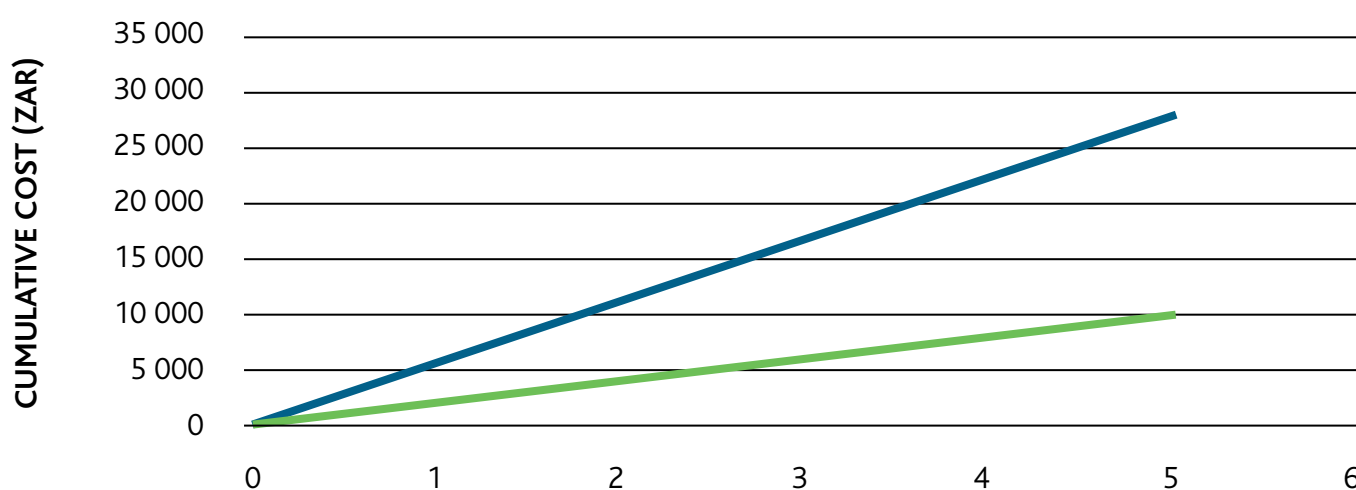
You can trust a Glacier door



Eco Leaf Freezer Doors

Designed as a 'swop-out', energy-saving replacement glass door utilising 220V technology that eliminates the need for voltage-reducing capacitors. This results in an amperage reduction from 1.29A on the standard door to 0.46A (64%) with the replacement Eco Leaf Door.

The Eco Leaf door is 64% more efficient than the standard door. The value proposal is based on R1.31 per kWh and 64% energy saving. These are averages based on our experience and can be validated per store.



	AMPS	VOLTS	WATTS
Glacier Eco Leaf Door	0,46	230	105.8
Glacier Standard Door	1,29	230	296.7

From butchery to braai Meat matters in South Africa

What's trending in the butchery?

Meat is part and parcel of South African culture, and it is no surprise that an in-store butchery or meat department holds much interest for South African shoppers. A butchery has the ability to build differentiation for a store through the quality, innovation, price and range of its meat product offerings. Fuelling the demand for meat is the time-honoured braai, where the weekend shop inevitably includes poultry and meat products for outdoor cooking.

According to a report from Euromonitor International, meat has performed well through retail channels in South Africa during the Covid-19 pandemic, despite economic pressures that were and still are the result of lockdown measures.

“Chicken has seen significant growth due to budget conscious purchasing, while bulk meat buying has increased as consumers took advantage of its lower cost per unit price.”

Key insights

- Supermarkets are the most popular outlets for South African customers purchasing fresh and frozen meat. Grocery stores are accessible and convenient, as customers prefer to visit one store for most of their household needs. Specialist



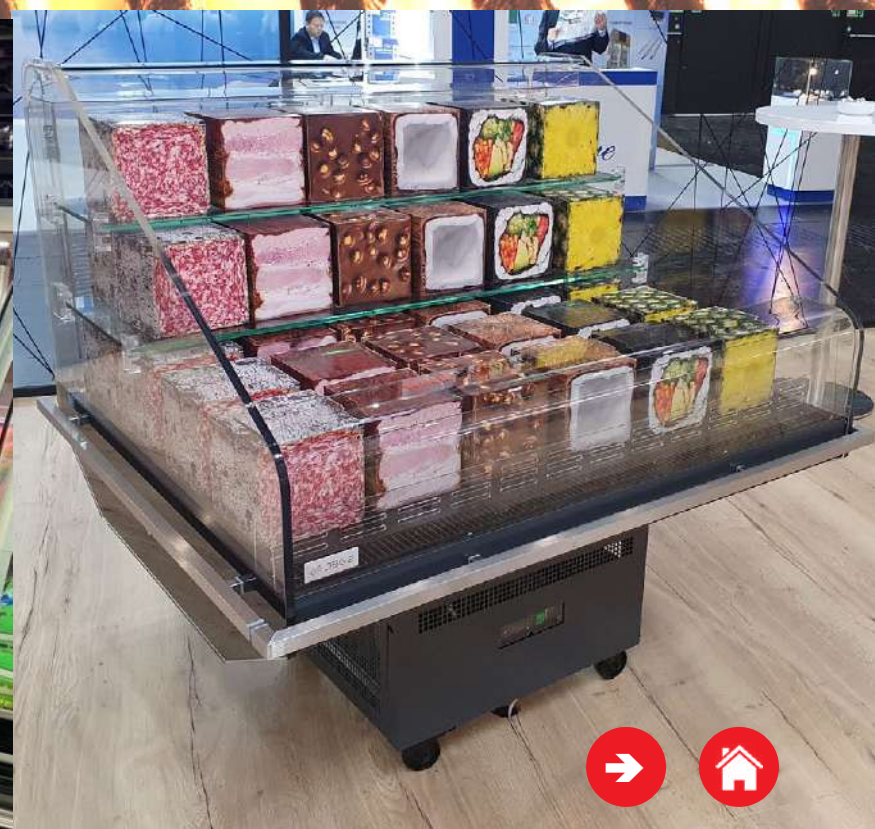
butcheries are also popular destinations for discerning meat-eaters who prefer their meat and meat products prepared by expert butchers, as well as for speciality meats and meat products not usually offered by supermarkets.

- By popularity, chicken (generally considered a healthier option) remains the unanimous favourite among all income groups, representing approximately 60% of all meat consumed. This is according to a report by Statista.com, which



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Customer Convenience

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examines per capita consumption of meat in South Africa. Poultry is followed by beef, valued for its versatility and perceived safety; pork, which is lean in both price and fat content; and then lamb and mutton, which are highly popular although consumed less on a daily basis being relatively costly.

- Undeniably, the coronavirus pandemic has seen customers cooking and eating at home much more and there is strong demand for convenience and variety. Bulk-buying across all income groups is also as important as ever. For some, bulk discounts are vital, for others, a reduced number of shopping trips and stocking up for safety's sake is the driving factor.

Value-added poultry and meat products cater to changing lifestyles

Thanks to lockdowns, restaurant restrictions, and ongoing safety concerns, South African consumers are spending far more time in the kitchen and because of this, certain new factors now play an important role in their buying decisions. Products that offer timesaving, convenience, and variety become increasingly attractive when they make it easy for the cook to put something different on the table. Consumers want to have a healthy protein option to serve their families and simultaneously are more willing to try new products that lighten the cooking load with easy-to-prepare items.

Consumers are also looking to replace entertainment and restaurant meals, which makes new flavours and innovative dishes very appealing.



Value-added meat products can provide the convenience and quality of restaurant meals, creating an opportunity for retailers to increase sales by smart cross-merchandising for special meal occasions. Preparation guidance and serving suggestions further improve the overall value when side dishes are added to pre-marinated meats, bringing together a complete meal.

Pre-marinated or pre-seasoned meats, cook-in-the-bag portions, and pre-cooked heat-and-eat

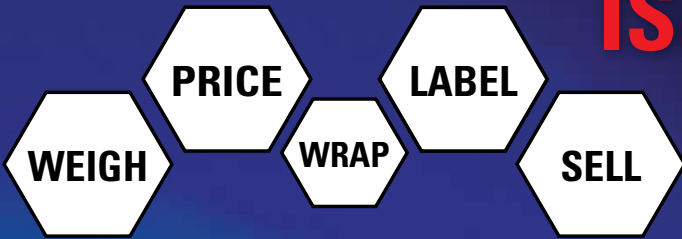
dishes such as casserole, lasagne, and curry are a growing trend.

Retailers continue to embrace this trend, as the ever-expanding array of own-label and in-store brands increases, along with ready-made deli options that can be dished and packaged to each customer's specifications.

Cost is always a factor, and value-added meats may come at a higher price than plain butchery options. When you provide the customer with

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a clear value proposition that communicates the benefits and quality of the meat, they may be more willing to spend on these items. Costs could also be saved with the option of choosing less expensive cuts of meat that can be improved by marinating. With most of the prep work done, the consumer can save anything from twenty minutes to several hours of their valuable time.

These solutions conveniently address another inescapable South African problem – load shedding. Checkers' 'Ready to Braai' range of prepared meats and side dishes is marketed as "the ultimate dinner time solution during load shedding." When shoppers can pop into their local supermarket and pick up a prepared meat item to braai and serve up in thirty minutes even when the power is out, this offers real convenience.

"In this day and age, time is considered by many to be our most precious commodity, there just never seems to be enough of it, which is why we've seen a dramatic rise in everything convenience-orientated," says Belinda Ollewagen, Marketing Manager at N1 Meat Wholesalers.

"Our hunger for convenience is here to stay, it's clear to see in the range of ready-made products available on our favourite retailer's shelves – many of whom source the best quality meat South Africa has to offer from leading local meat wholesalers like N1. While it might be on the pricey side, many believe that what you lose in Rands you gain in time, and the fact that you don't have to choose a recipe or source all the products yourself is a big game-changer," says Ollewagen.

CASE STUDY

Your in-house butchery as a shopping destination



The Springbok SuperSpar in Springs has been owned by the same two families for nearly forty years. The store is based in a lower- to middle-income area, explains owner and manager, Miguel Jorge, who says, "We have very price conscious customers who are always focused on value for money. Being close to the centre of town, we cater for all. There are many schools, old age

homes, businesses and big industries in the area who look for that value in our store."

Jorge has noticed a shift in the purchase of meat from their in-store butchery since the beginning of Covid-19, with growing demand for cheaper protein options due to the increased financial pressure that many households are experiencing. This view is borne out by a report in The Financial Times that showed South Africa descended into recession in the first quarter of 2020, even before the pandemic accelerated the downturn.

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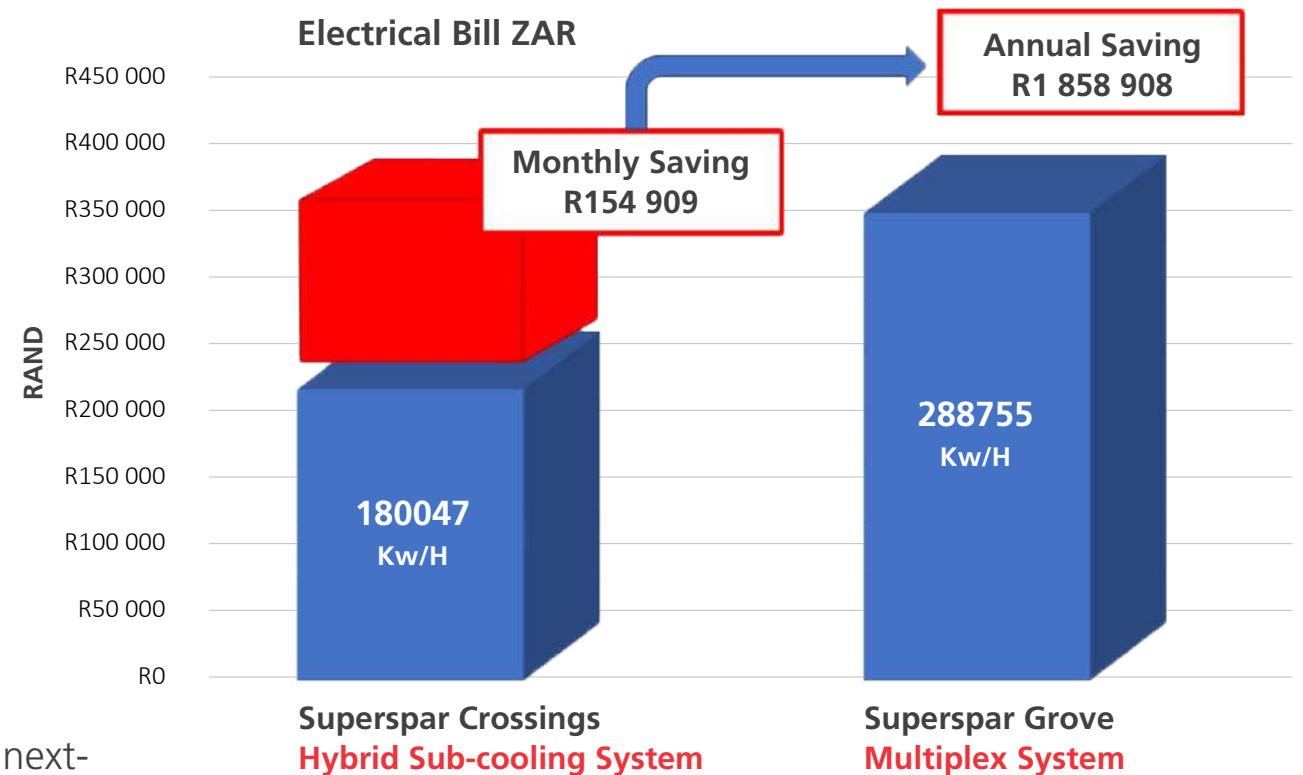
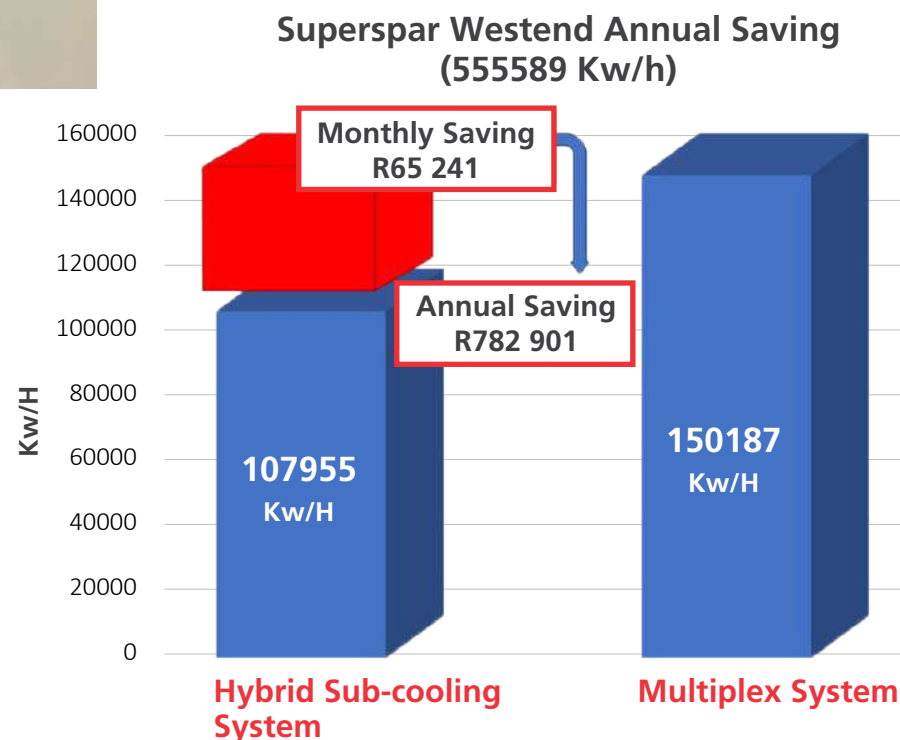


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“Another change that was evident straight away was the increase in sales in our lines that we typically associate with take away establishments, like burger patties. This could be due to restaurants and fast-food outlets having been unable to trade as normal at various times in the last year, financial pressure on consumers, and possibly consumers just feeling safer preparing all their meals at home,” says Jorge.

Of course, there are those time-tested meat products that can always be relied on for sales, and there are seasonal changes that determine the popularity of certain meats and cuts.

“During the colder months, stewing meat and mince take the lead as cooking methods lean towards comfort foods. Sales of products such as boerewors, which is associated with summer and outdoor braais, tend to lose impetus in winter.”

Jorge says, “During the festive season or over Easter we find that higher priced meat such as lamb becomes more popular. As it forms part of traditional meals in different cultures, consumers are willing to spend more on those products for special occasions.”

With regards to regular promotions, Jorge says these are vital in ensuring that customers keep returning to the store and its butchery. Trends indicate that customers are looking for bulk deals at good prices, which allow them to buy enough to last the whole month for financial reasons and to



decrease their shopping excursions for safety and health concerns.

On creating a destination shopping experience with their in-store butchery, Jorge says ...

“We have always strived to ensure our customers get value for money in our butchery. We sacrifice GP so that we can guarantee quality at a price our customers can afford. We know how important meat is in a customer’s decision on where they shop.”

“We produce unique wors and boerewors lines that are not made with the standard spice and recipe that an external supplier might offer. Chilli Wors and J’s Boerewors are our butchery’s signature recipes, which have gained a loyal following in the area.”

In-store demos provided by spice suppliers and cross-merchandising with various seasonings and marinades are an excellent way of creating hype around certain products. Free samples have always been successful, as customers can taste and decide for themselves. “Smart merchandising is using convenience as a great way to upsell when

the customer already intends to purchase one of the items anyway,” says Jorge.

Marketing innovations have also increased the number of feet through the door, says Jorge, who credits SPAR’s direct-text platform Text Me with an increase in sales, thanks to its ability to send the store’s unique promotions directly to their customers.

The store’s butchery staff are well-trained both in preparing the products and in customer service – any one of their personnel are readily available to assist customers with product or recipe enquiries. They are also all trained extensively in the safe use of the butchery’s equipment, as well as the maintenance of that equipment to ensure continued safety for employees and customers.

Hygiene is one of the most important qualities in a butchery. This includes sourcing the best-quality



meat, maintaining the cold chain, and ensuring all product preparation, packaging, and storage areas are cleaned to the highest standard.

“We trust our products will, over time, prove to the customer whether our butchery can be

trusted or not,” says Jorge. “The appearance of the staff and butchery itself, and how the customer sees them, is also important. This is why a well-lit butchery showing how clean the environment is and showing staff following strict hygiene protocols is vital for reassuring the customer of standards kept in the store. We have recently gone a step further by putting glass doors on all our fridges and making our entire preparation area temperature controlled. This means the cold chain is kept better than ever before, reducing wastage and spoilage. Customers recognise that it has a positive impact on the products they buy and that the store takes hygiene and safety seriously.” Jorge explains, “Buying the best quality meat or having the best

equipment will mean nothing if hygiene is not given top priority. Following a daily cleaning routine and using quality cleaning products go a long way in making sure the product and the store’s image is not negatively affected.”

Packaging is of equal importance in enticing and retaining customers. Recognisable and attractive packaging can cut through shelf noise and make a product easier to identify. Good quality packaging also ensures the safety and hygiene of the product. For Jorge, the impact on the shelf life of their meat products and how it appears to customers is of major significance. “Spending a little bit more on quality packaging can go a long way in elevating the product in the customer’s eyes,” he says.

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Braai tips

(Courtesy of Nettalie Viljoen of People's Post for News24)



To braai is quintessentially South African. Here are some top tips and tricks for the ultimate braai masters. The Silwood School of Cookery in Rondebosch offers these tips in their Steak Masterclass ...

- A head of fillet should never be smaller than 1.8 kg or bigger than 2.2 kg. Anything bigger or smaller than this suggests there was something wrong with the animal – it was either undernourished or injected with growth hormones.
- Steaks must always be braaiied from room temperature for a more even cook-through.
- For medium-rare steak, grill for one minute per centimetre of thickness per side. So for a 2 cm thick steak, grill for two minutes per side.

- Grill bone- or fat-side first (this is known as 'rendering the fat' – the meat absorbs the flavour of the fat as it melts.) Cut shallow incisions 2 cm apart in the fat to stop it from curling.
- Braai chicken or wors first over hot coals, then scrape over the coals and cook your steak.
- Add salt after you have cooked your meat. Adding salt before cooking just dries the meat out.
- Don't use a fork to puncture your meat or your tongs to press down on the meat as this causes fats and juices to escape.

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Md. 1433FH - 355mm
Power Band Saw(fixed head)
Stainless Steel

Md. AFMG-24
Auto-Feed Mixer Grinder
Size 32 Head
66kg Hopper Capacity
18-31kg(approx.) Output per minute

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Top braai tips from Yuppichef readers

- Add bay leaves or branches to your braai flames to flavour red meat.
 - Par-cook chicken in the marinade and use the braai to brown it off to avoid dry meat.
 - Squeeze fresh lemon over lamb chops to make them extra tender and enhance the flavour of the meat.
 - For lemon and rosemary lamb chops or chicken, layer a braai grid with rosemary stems and lemon wedges. Lay the meat on the top, and then cover with another layer of rosemary and lemon.
 - Buy your meat in bulk and freeze portions infreezer bags with the marinade for delicious pre-marinated meat.
 - Marinate pork chops overnight in crushed garlic, mustard, brown sugar, lemon juice and Aromat.
- (www.yuppichef.com)

Equipment innovation in the butchery

Innovations in butchery equipment have seen reduced food waste and increased product safety and consistency. This can be seen in the addition of doors to refrigeration cabinets, which extend and stabilise the cold chain, improved thermostat controls that allow production areas to be completely temperature controlled, and high-precision weighing, cutting, and packaging equipment that ensures consistency, reduced waste, and increased consumer trust. According to ButcherSA, every successful butchery needs the right equipment.

- Weighing and barcode-printing scales for price-embedded and weight-embedded barcode systems should, wherever possible, be linked to your Point-of-Sale (POS) system, as this will improve efficiency and cost management. Companies like Bizerba provide high-end butchery solutions for weighing, labelling, advising customers, and transactions. It goes without saying that the correct maintenance of this equipment will ensure its reliability and consistency.
- Slicers need to be high-precision, and decisions regarding what needs to be sliced – and how – will affect what machine you choose. More intricate machines are more expensive but can handle an array of cooked and uncooked meats, deli cuts, fish, and cheese. This versatility can be of great benefit to your butchery offerings. Correct cleaning to avoid cross-contamination and to maintain strict hygiene is paramount.



Retailers can manage their entire production line from automated scales.

(Image supplied by Bizerba)

- Proper packaging is essential for maintaining product hygiene and safety, as well as correct labelling that contains information such as sell-by and best before dates, weight, price, quality guarantee, ingredients and so on. Packing equipment includes clippers to seal the ends of packaged processed meats such as polony; vacuum packaging machines that ensure the packaged products are properly sealed for extended shelf-life; and heat-sealing machines for proper closure of packaged meat and other products



Slicers need to be high-precision, and decisions regarding what needs to be sliced – and how – will affect what machine you choose.

Pictured here is Bizerba's Industrial Slicer A660.





Thermal tray sealers enhance display and shelf life, while vacuum packers remove air from packaging to keep products fresher for longer. (Images supplied by Bizerba)



More specialised equipment includes filling systems such as sausage stuffers, burger patty formers, emulsifiers, bowl cutters and mincers for making processed meats, pickle injectors, brine pump and tumblers, as well as table mincers or larger mincers depending on what types of meat you are mincing and for what purpose.

(Images supplied by Bizerba)

- Display cabinets are another source of innovation. Adding doors to refrigeration cabinets increases shelf-life and stabilises the temperature, which helps maintain the cold chain. Energy-efficient LED lights are also favourable, as they provide energy savings while also ensuring high quality product display, a key factor in attracting consumers – if the meat looks good, they're more inclined to buy it.





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Sustainability and origins of meat products

In tandem with reducing wastage and improving shelf-life, mid- to upper-income earning consumers are also beginning to focus on sustainability and provenance, or where their meat products are coming from. Free-range, organic, grass-fed, antibiotic-free, sow-friendly crates – these are all label claims that can affect buying behaviour. Sustainable and eco-friendly farming and production processes are increasingly attractive to a growing number of consumers. These are not the only trends making waves in the meat and butchery industry though.

Lynca Meats believes the South African pork industry is on the brink of a revolution. In January 2021, Lynca Meats CEO Brent Fairlie said: “The pork industry has had a disruptive few years. The Listeriosis crisis had a major impact on consumer confidence, then only a year later we were hit with an outbreak of Foot and Mouth Disease, followed soon after by Covid-19. These three events effectively caused periodic significant reductions in the pork price, which all role players in the industry (farmers, abattoirs, retailers and so on) passed on to the end consumer, resulting in a long-term increase in the demand for pork. Still, it is the only protein on the market today that is as affordable as it was four to five years ago.”

Pork fillet and pork tenderloin are lean cuts – as lean as skinless chicken breast, according to the Lynca Meats website. This plays to the health-



conscious consumer as pork provides a protein-rich and versatile alternative to chicken. Fairlie goes on to add that “litre for litre, raising pigs is significantly less water intensive than raising cows, making it a more environmentally friendly option than beef. Many people might be also surprised to hear that South African farms are world leaders in a more ethical way of treating their animals, moving away from high-volume factory farming toward more humane methods.”

Butcher knows best

By far the most important factor driving repeat sales in your butchery is trust. Consumers trust that their butchery is providing them with the best quality meat at the best possible price. Freshness, tenderness, and consistency are key. Variety is important, but so is value-add and convenience.

Special offers are a big drawcard for all shoppers as meat, particularly premium cuts or brands such as Wagyu can be expensive. Being able to provide advice is a must, as is the ability to offer bespoke cuts. For lower- to mid-income consumers, product launches and new innovations in terms of taste or production are more likely to be purchased close to payday, when money isn't quite as tight as usual. South Africa remains a meat-eating country, so for now at least, the butcher is king. And a successful butchery should be one of the cornerstones of your business. **SR**

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Keeping it Kosher

Current landscape: An international powerhouse

The Kosher market is growing, and it's not just observant Jews who are driving this growth. As far back as 2016, market research firm Mintel found that "85% of the 11.2 million people who consciously sought out Kosher products did so for reasons other than religious beliefs." And that market just keeps growing. According to BBC business reporter Dave Gordon, "Led by growing demand in the US, the global Kosher food market is predicted to increase to almost \$60bn (±R876bn) of annual sales in 2025, up from \$24bn (±R350bn) in 2017. Given those vast figures, it is not surprising that a growing number of food businesses around the globe are seeking Kosher accreditation."

South Africa follows global Kosher trends

Rabbi Dovi Goldstein of Kosher SA (UOS) says, "Over the last five years more than 200 new companies have become Kosher certified."

With increasing interest in Kosher foods from consumers, becoming Kosher certified makes good business sense, even for producers and retailers outside of traditionally Jewish areas. Rabbi Goldstein says, "We have made it as simple as possible. As long as brands have their compliance in order and buy their raw ingredients from Kosher certified companies, becoming Kosher certified is really straightforward. We also assist



companies with sourcing raw ingredients that are Kosher certified. We have created a tiered pricing structure to make it easier for smaller and start-up companies to enter the Kosher market."

Factors driving market growth

Tradition. The Spruce Eats lists ten reasons for keeping Kosher, and tradition is top of the list. If you grew up in an observant household, you kept. People tend to stick to what they know, and keeping Kosher is no different. Keeping Kosher also

means that Kosher friends and family can eat in your home, so many non-observant families keep Kosher as a form of family bonding.

Trust. Trust is paramount, and consumers know that when it comes to the Kosher SA diamond, what's on the label is what's inside the packaging. Kashrut, the set of laws that governs Kosher food production, is very particular. In South Africa, the Kosher SA team keeps constant supervision over the production of Kosher foodstuffs. It is this close monitoring that drives non-Jewish consumers –

“ With increasing interest in Kosher foods from consumers, becoming Kosher certified makes good business sense ”

whose religious, cultural, or dietary requirements overlap with those of Kosher requirements – to buy Kosher foods. Halaal and Seventh Day Adventist Christians both avoid pork, and they know that Kosher products will contain no trace of pork whatsoever. Lactose intolerant consumers and those that are allergic to dairy proteins also trust the Kosher SA diamond, as no meat products may contain dairy. Vegetarians are similarly guided by Kosher certification, as *parev* or 'neutral' foods are free of both dairy and milk. For lacto-vegetarians, they can be sure that any Kosher dairy products they buy are completely free of any meat, and that absolutely no cross-contamination has taken place.

Faith. At the heart of the Kosher market is, of course, the Jewish faith. The religious mandate for observant and orthodox Jews to keep Kosher means that these consumers remain loyal and will not be swayed by new products, or even special offers, on non-Kosher foods. For peace of mind, Kosher SA maintains an up-to-date website listing of Kosher-certified brands and products (<http://www.uos.co.za/kashrut/searchProductAll.asp>). They also offer a responsive WhatsApp helpline (063 693 9417) to assist consumers. It's good news for small businesses too, as Kosher SA certifies many small and niche brands in addition to well-known national and international brands.



Buyer knows best

As health- and quality-conscious consumers become more educated, and as the move towards ethical consumption grows, the need for transparency and accountability in the food production, preparation, and retail space increases, and Kosher certification provides this. It's fair to say that the question is no longer whether retailers can afford to offer Kosher products but rather, can they afford not to?

Ethics. The Torah forbids causing suffering to any living creature, and this means at times of ritual slaughter, too. For meat eaters with a conscience, this means Kosher meats can be considered to have been slaughtered as humanely as possible.

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Superstore format tunes into the correct audience

By Antonello Vilardi

adapted by Hippo Zourides

Whether you are a Juventus fan or a Fiat driver or love baroque buildings or great Italian food, you have a common link to the town of Torino (Turin) in the Piedmont region of northern Italy. Home to the above brands, Turin with its 700 000 population has the typical competitive scenario between hypermarkets, traditional supermarkets, discount chains and the local grocery stores.

COOP, a national chain previously explained in these pages, has applied its superstore concept and it chose an interesting area for the experiment. Located in Aurora, a mainly university student area, the site developers found an old warehouse abandoned over 20 years ago and converted it into a modern shopping experience, anchored by the COOP superstore.

The 2 400m² store has a sales area of 1 800m², staffed by 80 people and equipped with 13 checkouts (6 of which are self-service). Typically, it handles 8 500 transactions a week at an average of €35 (R578) giving the store an average weekly turnover of almost R5 million.



The front line of the store with traditional and self-service checkouts.

Left: External signage.

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Powerful housebrands

The interesting statistic about these sales is that, although the store stocks 20 000 line items, only 2 800 (14% of the range) are COOP own brand ... but 66% of the customers using the store loyalty card buy the housebrands. It is another reflection of what power store's own brands are becoming and attach the shopper to the specific chain thanks to brand assets, such as quality, transparency, food traceability, convenience and an excellent pricing position.

For example, top sellers in the store's own brand product range, include such varied items as, bottled water, baby tomatoes, Grand Padano cheese, bananas, fresh eggs – and even, wild salmon.

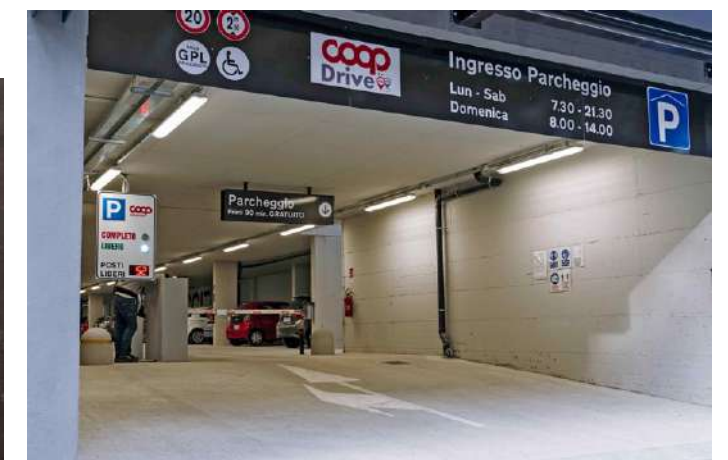
Trading seven days a week from 8am to 8.30pm (closes at 1pm on a Sunday, which accounts for 7% of the store's weekly turnover), the store is well laid out with wide aisles and soft tones to create a very serene shopping atmosphere. Wood is used in most service areas, which are lined up against the perimeter of the store. Refrigeration is ample with covers or doors to make the most of its energy saving programme.

Apart from food, the store has a comprehensive range of general merchandise, gardening accessories and a pharmacy. Services at the store include application for loans, payment of household utilities and the recharge of phones and other utility accounts.

One novelty, that would go down well in South Africa, is the facility to use a touch screen in parts of the store to order any delicatessen item, while



Entrance to the Superstore.



The multi-storey parking lot allows cars 90 minutes of free parking.

Left: External view of the shopping mall, a refurbished old factory.



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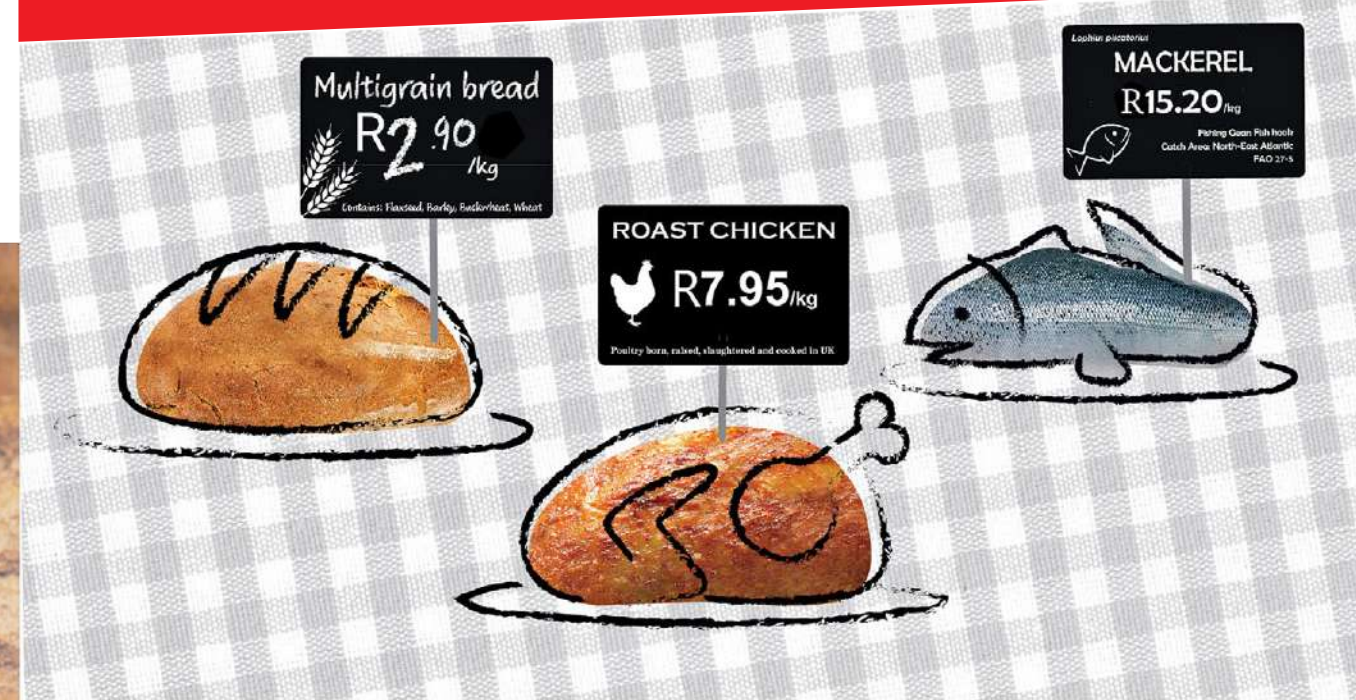
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the shopper continues with her buying elsewhere and avoids the queues at the deli. When the customer is ready, she can approach the specific area in the deli where all orders are ready for collection.

2021 trends

Mindful of its youthful audience in the categories of Millennial, Gen X and Gen Z, the store planners have highlighted areas such as vegan and vegetarian meals in specialised refrigerated locations that appeal to this audience. Fresh produce is also a favourite amongst the shoppers.

The addition of self-scanning checkouts appeals to young students and people who wish to get out of the store quickly.

The store has managed to combine a number of 2021 trends for its shoppers:

- Convenient parking (free for 90 minutes)
- A beautiful shopping environment
- A loyalty card, with good value for money, offers and advice
- Convenient packaging in vegan and vegetarian products for the main shoppers, and students
- Quick service where required
- Self-management of the shopping process at the end of the trip.

This is another example of a chain that tunes its local solution to fit into local requirements, without losing its major chain store advantage.



The 'Coop Drive' station is accessible to customers who use the 'click and collect' method (order online – collect in store).



Wild Alaskan salmon of the Fior Fiore Coop brand is a top seller



The fruit and vegetables section with wide aisles, offers an environment of subdued colours and shades, designed to create a sense of calm, easy circulation and clear legibility.

Fior Fiore Coop datterini tomatoes have outstanding sales results.



A view of the butchery with digital signage.



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All service areas are located around the perimeter of the store and wood is used to create a warm and cozy atmosphere.

A view of the fish shop.



The customer has a clear view of the offer in the fish shop and the scale detail is very visible, to create trust in the process.



Gastronomy Zero Queue screen allows customer to order deli lines from elsewhere in the store and collect the parcel when she is ready.



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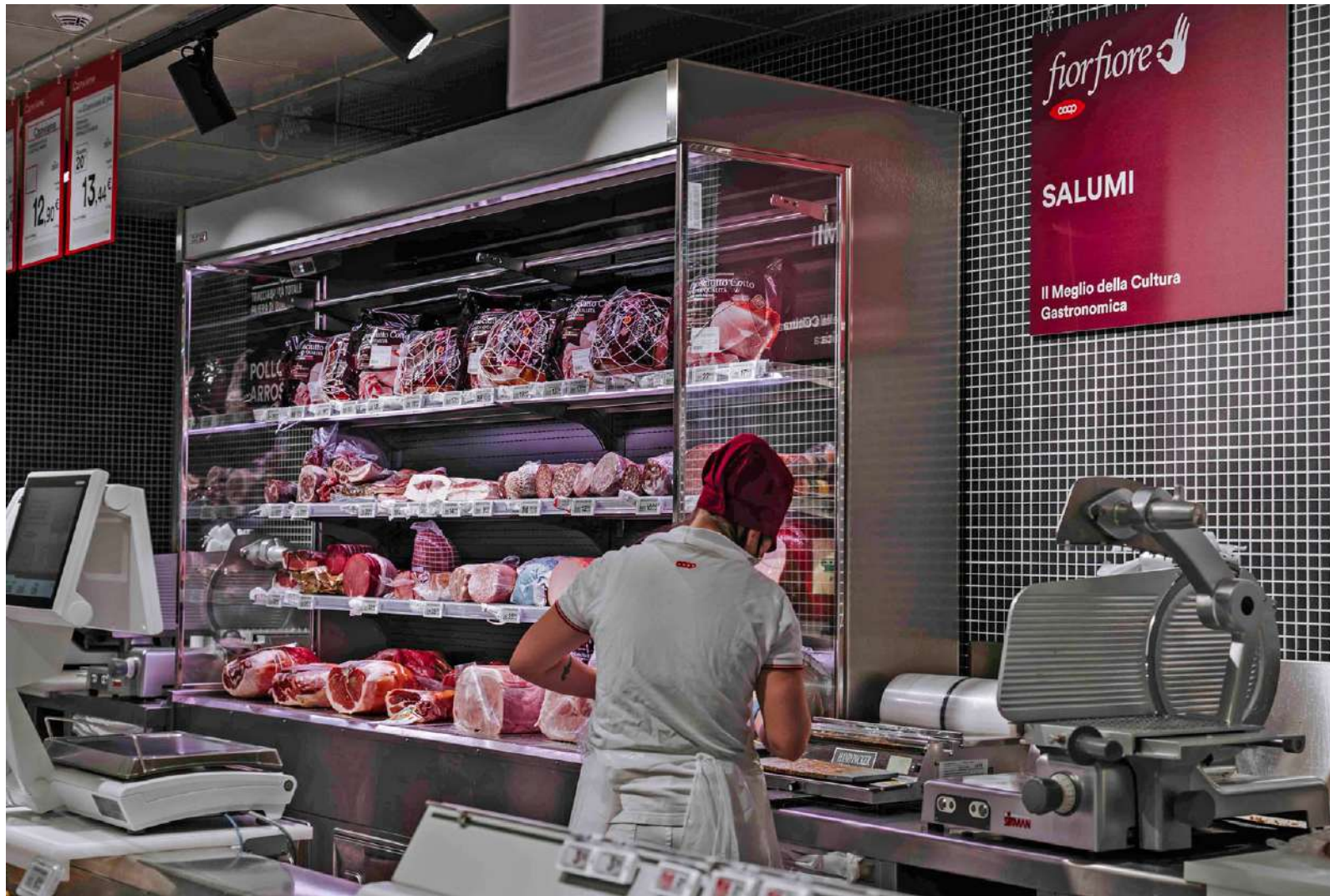
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The 'salumi' cutting counter keeps every range of cured salted meat imaginable for the most discerning taste.



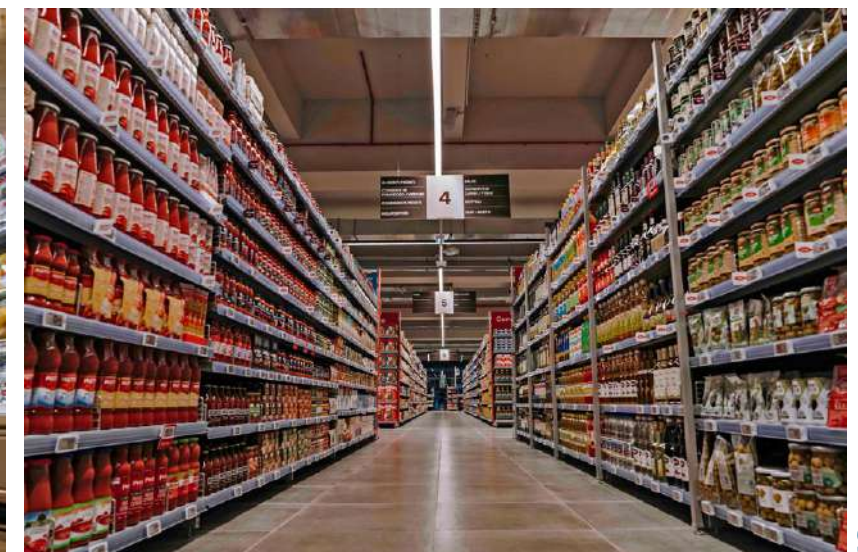
Refrigerated counter dedicated to vegan and vegetarian food.



Bulk displays of the house brand are evident in many parts of the store.



Upright refrigerated cabinets with doors for the best energy use.



Perspective along a lane of the Grocery sector.



Employer roles on mandatory vaccination rollouts

Before putting a mandatory Covid-19 vaccination policy in place, employers need to take several factors into account, including appropriate steps if an employee refuses

By Dhevarsha Ramjettan & Shane Johnson
Webber Wentzel

Employers are currently faced with the difficult question whether to make vaccination mandatory for their employees. Obviously, employers want to create and maintain a safe and healthy working environment for their employees, including taking measures to protect them from contracting and/or spreading Covid-19.

An additional measure could be to ensure employees receive the Covid-19 vaccine, once they are eligible, as determined by the South African Government.

However, employers are warned not to implement mandatory vaccinations (i.e., employees having no choice in the matter) and to be aware of balancing employee rights and interests. The South African government has stated that it will not enforce a mandatory Covid-19 vaccination regime for its citizens. Instead, it is rolling out a programme that encourages citizens to be vaccinated in the interests of public health and safety.

On 28 May 2021, the Department of Employment and Labour published a revised Covid-19 Direction



on Health and Safety in the Workplace, which provides guidelines for employers on the issue of mandatory vaccination. Importantly, this Direction does not apply to all workplaces.

However, it should be considered by all employers since there is currently no other direction or guidance available on mandatory vaccination.

The Direction, very briefly, sets out the require-

ments for employers to take steps to generate awareness and educate employees on the Covid-19 vaccine.

It provides that employers should give employees paid time off to be vaccinated when their vaccination is scheduled to take place during working hours, as well as paid leave if an employee suffers any side effects.



The Direction also provides that employers who are considering mandatory vaccination should undertake a risk assessment to identify which employees must be vaccinated. This assessment must take into account the risk of transmission due to the nature of employees' work, or the risk of severe Covid-19 disease due to their age or their co-morbidities. After the risk assessment, the employer should formulate a clear mandatory vaccination plan, including the following elements:

- identifying employees who will be subject to vaccination
- what process the employer will follow to comply with its obligations under the Direction
- whether the employer is planning to make it mandatory for identified employees to be vaccinated.

Employees identified for mandatory vaccination must be notified of the following:

- their obligation to be vaccinated once the vaccine becomes available
- their right to refuse to be vaccinated on constitutional or medical grounds:
 - constitutional grounds mean that the employee relies on the right to bodily integrity (section 12 of the Constitution) or right to religion, belief and opinion (section 13)
 - medical grounds mean that the employee has been contra-indicated for vaccination by a medical doctor



“ Employers want to create and maintain a safe and healthy working environment for their employees, including taking measures to protect them from contracting or spreading Covid-19. They should take steps to generate awareness and educate employees on the Covid-19 vaccine ”

- the opportunity for the employee to consult a health and safety representative, worker representative or trade union official.

If an employee refuses the vaccination on constitutional or medical grounds, the employer should investigate the validity and/or reasonableness of the refusal. Once the employer determines whether the refusal is valid and reasonable (this could take the form of an investigation), the employer is required to take reasonable measures to accommodate the employee in the workplace.

If reasonable measures cannot be implemented, the employer can consider dismissal for operational requirements (which involves an extensive consultation process). This would be particularly the case when it can be shown that vaccination is

an inherent requirement for the job, i.e., to make it safe for that employee and other employees, and that, without vaccination, the employee cannot render services safely.

Should an employee refuse vaccination on spurious or illegitimate grounds, an employer should attempt to encourage the employee to take the vaccine through counselling and education. If the employee persists in refusing, the employer can consider dismissal for operational requirements.

These are complex, untested issues to be considered in the workplace, and they have far-reaching repercussions. Prior to implementing mandatory vaccination in the workplace, it is advisable for employers to seek legal advice and guidance. **SR**

Evolving the supply chain to keep up with skyrocketing online demand



By Amit Singh
Solution Architect at AlphaCodes

Even before Covid hit, online retail was growing and becoming an increasingly popular option in South Africa. When the pandemic arrived, however, this growth became exponential.

With the dramatic acceleration in demand for online channels, the supply chain has to evolve in order to keep up. Technology lies at the heart of this evolution and ...

“ ... unlocking the value of data is key to improving efficiency, accurately forecasting demand, and moving to a 'Just In Time' (JIT) model of manufacturing, supply and delivery. ”

More than double in two years

The massive growth in online retail is highlighted in a study conducted by World Wide Worx in association with Mastercard, Standard Bank and Platinum Seed. According to the study ...

“ In 2018, online retail made up just 1.4% of total retail, at R14.6 billion. In 2020, this figure was an astonishing R30.2 billion, which is an increase of 66%. ”



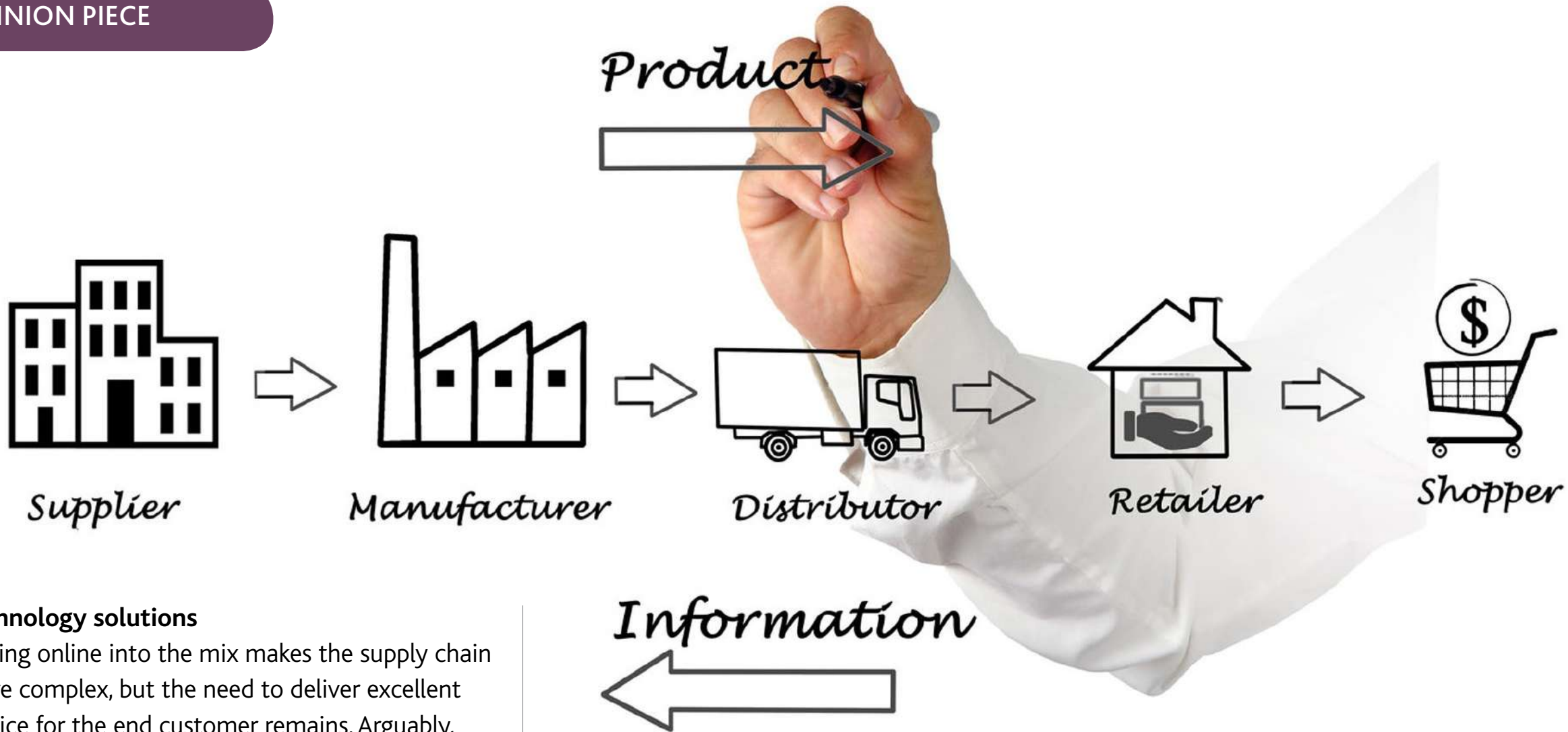
This is a clear indication of the effect that the Covid-19 pandemic has had on the sector, which has had to rapidly adapt to huge increases in demand and volume.

Turning challenge into opportunity

Apart from catering to the influx of demand, the supply chain has faced a number of additional challenges as a result of Covid. These have included production challenges due to lack of raw

materials, and therefore lack of supply to cater to demand, as well as difficulty in scaling up, maintaining inventory and handling logistics. Collaborating with the right IT partner is an important step in obtaining a technology solution to assist in addressing supply chain challenges. Not only that, but technology solutions can help retailers to turn the influx of online shoppers into a competitive advantage.





Technology solutions

Adding online into the mix makes the supply chain more complex, but the need to deliver excellent service for the end customer remains. Arguably, it is more important than ever since there is no physical touch point for the consumer. Retailers need to ensure they have stock on hand to cater to demand, in the right place to enable swift delivery, which changes the way the logistics chain needs to operate.

An end-to-end supply chain management solution can help retailers to solve their main issue, which is a lack of visibility into the entire chain from supply of raw materials through to end customer sales. It also provides a platform from which retailers can scale up, and accurately forecast to keep supply in line with demand. The online channel also changes the logistics and warehousing elements, and greater insight can ensure retailers can cater to this.

Control, optimise, improve

Lack of control over supply chain processes can negatively impact retailers' bottom line. It is essential to adopt the right technology solution to deliver increased visibility and optimise and improve processes.

“ Correctly forecasting demand is critical to both meeting customer demand and reducing risk, and automating processes and improving efficiency is key in adopting a JIT supply chain. ”

Today's retail business needs to be customer responsive and agile. With increased global com-

petition and frequent disruption, supply chain functions need to enhance performance. The use of technology is crucial in helping retailers to meet customer requirements and expectations, and data is the critical element.

Unlocking data to drive analytics is key – leading supply chain organisations leverage Artificial Intelligence (AI) and advanced analytical algorithms to process data and understand what is happening in their business, and what is likely to happen in the future. Reinventing the supply chain with technology from the right IT partner gives retailers the opportunity to discover where improvements can be made and evolve the supply chain function to meet current and future needs. **SR**

Riots in SA

What happens under a state of emergency declaration?



Image: AFP

By Michael Evans, [Webber Wentzel](#)

If the President decides to declare a state of emergency as a result of the recent extensive looting and unrest, it will be different from those declared during apartheid. South Africa has not had a state of emergency since the apartheid era. Lessons learnt from that period are not particularly helpful in the current situation for a range of reasons, the most important being that any new state of emergency is now governed by our Constitution. The legislation regarding states of emergency in South Africa is extremely scant. They are governed by section 37 of the Constitution and by the State of Emergency Act, No 64 of 1977 (the Act). No regulations have been promulgated in terms of the Act.

How is a state of emergency declared and what is the procedure for doing so?

In terms of section 37(2) of the Constitution, a state of emergency can only be declared for



Image: theconversation.com

a period of 21 days from the date of declaration, unless the National Assembly resolves to extend the declaration. The National Assembly may extend the declaration of a state of emergency for no more than three months at a time. The first extension of a state of emergency must be by a resolution adopted with the supporting vote of a majority of the members of the Assembly. Any subsequent extension must be by resolution adopted with the supporting vote of at least 60% of the members of the Assembly.

So, unlike a state of disaster, a state of emergency is more closely supervised by Parliament. In terms of section 3 of the Act, Parliament has the responsibility to supervise any regulation, order, rule or by-law made in pursuance of any such declaration of a state of emergency.

In terms of section 1(1) of the Act, the President may declare a state of emergency in the Republic as a whole or in any area within the Republic. So it would be possible for him to declare a state of emergency in, for example, KwaZulu-Natal alone.

“ South Africa has not had a state of emergency since the apartheid era. Lessons learnt from that period are not particularly helpful in the current situation for a range of reasons, the most important being that any new state of emergency is now governed by our Constitution. ”



Image: BBC

What does this mean for the President – what are his powers, if any, and does he remain in charge?

In terms of section 2(2)(a) of the Act, the President may, by way of the regulations promulgated by him, empower "such persons or bodies as may be specified therein to make orders, rules and by-laws for any of the purposes for which the President is authorised by this section to make regulations, and to prescribe penalties for any contravention of or failure to comply with the provisions of such orders, rules or by-laws." So, effectively, the President remains ultimately responsible, but can delegate his responsibilities.

What powers will the military have?

This will be determined by the regulations, or by the orders, rules and by-laws promulgated in terms of the regulations. The main difference between a state of emergency and a state of disaster is that certain protections afforded by the Bill of Rights can be suspended in a state of emergency. The major one is that persons can be detained without trial, subject to a large number of restrictions. This enables persons to be arrested and detained on a large scale as happened during the states of emergency under apartheid.

Section 37 of the Constitution contains a table which sets out which rights in the Bill of Rights

are non-derogable. The implication is that all other rights can be derogated. Thus, for example, freedom of movement, freedom of trade and freedom of association can be restricted under the state of emergency, but the rights to equality, human dignity and life cannot be derogated.

It is impossible to say at this stage what rights the military will have. But it is possible for them to have rights conferred on them which go beyond those they hold currently. Thus, for example, the military could be given the right to arrest and detain, a right which currently is only conferred on the police.

What could be the impact on businesses?

The state of emergency can be utilised to restrict movement of persons. Thus, for example, if there is a particular 'hotspot', movement in and out of that area could be restricted. That could impact on trade. Any restrictions on movement could also impact on employees travelling to and from work. But as already stated, the purpose of a state of emergency is to restore peace and order, not to restrict economic activity in any way.

This is preliminary and speculative advice which can be supplemented if and when a state of emergency is proclaimed, and regulations are promulgated. **SR**

Brands on fire

How the looting will determine brand strategy

It was really tough watching the local news over the past few weeks. The journalism was stunning, the content horrific. There is no doubt that we will recall the 'July of 2021' as a dark and cold month; one that was on fire. The questions being asked are numerous ...

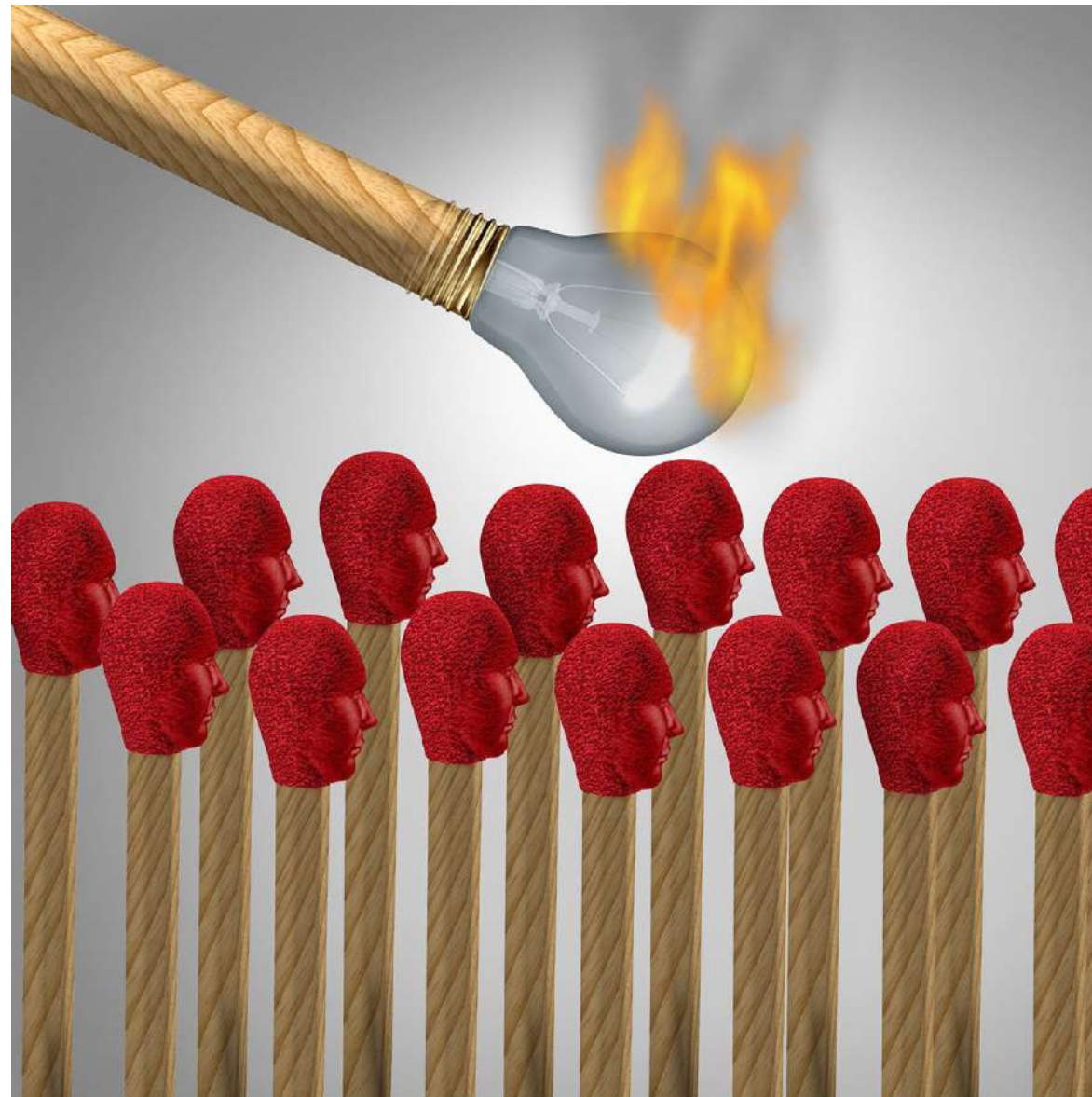
“ What resources are required?

How long will it take to replace the damaged infrastructure?

What is going to happen to the staff?
What is the actual cost of the damage?

How will insurance companies deal with the payouts? ”

The South African Property Owners Association (SAPOA) published some figures in a one page infographic titled *Counting the Cost*, and the numbers of those affected are gigantic; 200 shopping centres with extensive damage, 3 000 stores looted, R1,5 billion worth of stock lost in Durban alone and a R50 billion impact on the national GDP. Regarding the informal sector, a startling 50 000 informal traders have been affected. These are the businesses built on dreams, the ones that support entire families, many are



likely unable to make a comeback and this is truly heartbreaking.

Larger retail groups are scrambling to comprehend the true loss of their partially desecrated footprint.

According to the most recent SAPOA update (22 July 2021), 489 PEP, 190 TFG, 184 Spar, 109 Mr Price, 99 Famous Brands, 58 Lewis, 76 Pick 'n Pay Liquor and Boxer Liquor, 136 Pick n Pay, 31 Massmart and 36 Cash Builds were impacted and damaged.

The same goes for warehousing and distribution companies who have seen hundreds of millions of rands worth of stock and infrastructure looted and burned to the ground.

Whilst the private and commercial sectors have been quite remarkable in coming together to help with immediate challenges, like providing basic groceries to the hardest hit areas, the

supply chain has a long road of recovery ahead.

South African FMCG brands are equally lost. Some have decided to pull the plug on all advertising with immediate effect; a strategy that talks to the

extreme uncertainty of this period. Other brands see this as an opportunity to stand up and join hands with the South African people. We anticipate seeing some goosebump-worthy branding and advertising efforts rising from the ashes.

I imagine that brand managers could be compared to the many South Africans who are considering their futures in this country. There are two clear camps; the leavers and the stayers.

“ The leavers are the ones frozen and scared; these brands have put campaigns on ice and have temporarily stopped all advertising, through the line. ”

We cannot criticise them, they are doing what they believe is right for their brands at this time. They will recalibrate internally and get back on their brand-wagons when they have recovered.

“ Then there are the stayers; the ones who feel that now, more than ever, there is hope for South Africa and our people. The brand managers in this camp will be ferociously creating new and inspiring campaigns, promotions and in-store brand executions. ”

Their main goal will be to offer comfort and consistency to shoppers, participate in community upliftment challenges, increase their in-store brand presence and convey messages of hope on social and digital platforms. These brands know that



the demand to get back to normal will be higher than usual and that whilst the supply chain deals with incredibly difficult operational challenges, they cannot portray their despondency. Rather, they will be calling on their advertising agency partners, PR teams and media contractors to get to work on rebuilding.

None of us know what the real long term effects from this cold and dark July will be. Many of us are still dousing the flames and assessing the damage but there is always opportunity in these times. Brand Managers, this is your time to be brave, step up and honour your brand's purpose. The retailers have lit the path ahead of you with their

remarkable efforts to stand strong and united with their communities. It is now your time to support the retail industry; both in the formal market and general trade. **SR**



Jane Sarah Rosen is Co-Founder of ConnectGroup & Head of Software at MegaVision Media. Jane specialises in FMCG and retail technology platforms. She has eight years of experience working with global brands, local retailers and agency / distributor partners, particularly on B2B field sales technology platforms. Jane also works very closely with the ConnectGroup's parent company MegaVision Media, particularly on the reporting dashboards for township branding projects.



Civil unrest and public looting

Managing key employment issues

By Lize Louw, Kate Collier, Dhevarsha Ramjettan, Shane Johnson & Mbali Nkosi. [Webber Wentzel](#)

Employers seeking an appropriate response to the civil unrest and public looting in Gauteng, KwaZulu-Natal and other parts of South Africa will have to consider different factual circumstances.

As a result of the civil unrest and public looting in Gauteng, KwaZulu-Natal and elsewhere, employers may face one of the following three scenarios:

- Employer has closed the workplace due to looting, violence and/or damage to property
- Employer has closed the workplace as a precautionary measure to protect safety of employees and property
- Employer has not closed the workplace but employees are too scared to report to work.

Scenario 1: Employer has closed the workplace due to looting and/or damage to property

Employers have a general common law duty of care towards their employees. In addition, the Occupational Health and Safety Act (OHSA) places an express obligation on them to maintain a working environment that is free from any risk to the safety of employees, as far as reasonably practicable.



Image: [businessstech.co.za](#)

While it is clear that the looting and unrest and the risks to employee safety are not related to the work being performed or caused by the operations, in severe circumstances, protecting employees from risk may warrant the closure of some or all operations and requesting employees to stay away from work. Where employees are already at work, they should be reminded of emergency procedures, evacuation routes and security protocols.

The duty to ensure a safe working environment does not, under statute, extend to employees' travel to and from work in general, although in some circumstances it may fall within the employer's control, such as employer-arranged and controlled

transport, travel for business purposes or travel required within the course and scope of the employees' employment. In taking a broad and responsible approach, employers should factor this safety into the risk assessments and planning in severe circumstances, such as the civil unrest at a scale witnessed over recent days.

Given the scale of the current protests, unrest and high propensity for violence, employers may consider implementing business travel policies and guidelines

that limit employees' exposure to possible harm – and most importantly, as far as possible, implement a policy of 'self removal' if employees are reasonably concerned for their safety.

Employers may be able to apply the no-work-no-pay principle to their employees on the basis of supervening impossibility of performance (i.e. the employer is prevented from performing in terms of the employment contract due to the civil unrest and public looting).

Given the extraordinary circumstances surrounding the civil unrest and public looting, employers should consider the following alternatives:

- Remote-working / working from home (no impact on remuneration)
- Leave for employees (eg bringing forward annual shut down period, annual leave, special paid leave)
- Temporary reduction in pay.

There may also be governmental assistance/relief (similar to the Covid-19 Temporary Employer/ Employee Relief Scheme) for affected employees. We will keep employers informed on developments.

The employer is obligated to ensure that its premises are fixed, inspected and authorised in line with all the required legislation such as the National Building Regulations, applicable standards and by-laws before it may be occupied by employees and ready for operation.

Where workplaces require industrial specific compliance with certain legislation, such as the major hazard installation (MHI) regulations, employers must comply with it before allowing employees back to the premises.

Scenario 2: Employer has closed the workplace as a precaution to protect safety of employees and property

Employers may decide to close the workplace as a precautionary measure. Since this is an employer-driven decision, employers should continue to remunerate their employees in full for the period of the precautionary closure. If this is not possible, employers should consult with their employees and agree with them on an appropriate alternative, which may include:



- Remote-working / working from home (no impact on remuneration)
- Leave for employees (eg bringing forward annual shut down period, annual leave, special paid leave)
- Temporary reduction in pay

Scenario 3: Employer has not closed the workplace but employees are too scared to report to work

The employer will need to carefully evaluate the circumstances, on a case-by-case basis, when an employee(s) does not report to work due to safety concerns. Employers will need to assess whether this refusal is reasonable. The OHS Act permits employees to refuse to work if they believe that they are unsafe or endangered in the workplace.

If violence ensues at an employer's premises during operating hours, emergency protocols must be invoked and the protection and safety of employees must be of paramount importance.

Failure to take steps to respond to a known risk to employee safety in the workplace, as far as possible, may amount to a breach of the OHS Act and possible related litigation.

In addition to the scenarios above, employers may also be required to deal with two further issues during this time:

- **Issue 1:** Dissemination by employees of inflammatory or false information via social media

- **Issue 2:** Employees involved in any criminal acts relating to the civil unrest / public looting

On both issues, even though we are in extraordinary circumstances, the usual employment law and health and safety considerations will apply. The employer must also have regard to its disciplinary code and procedure as well as its right to refuse work procedures or policies.

On dissemination of inflammatory or false information by employees on social media, the employer must carefully evaluate the conduct in terms of its social media policy. In both events, the employer must assess whether the conduct has an impact on the employer's reputation/business and the employment relationship.

On employees involved in any criminal acts relating to the civil unrest and public looting, the employer must also carefully evaluate the impact of the conduct on the employer's reputation/business and the employment relationship. **SR**

Six retail trendz 2021

Over the past 18 months, as Covid has shaken the world and brought the future forward, the need for environmental scanning and an understanding of the drivers of societal change is more important than ever. After all, change has never happened this fast before.

At Smollan, trends play an integral part in our innovation process as we track emerging signals, explore the interplay between different trends, and look to develop new retail solutions that meet the needs of this changing commerce landscape.

“Recently we ran an internal Trends Workshop with a diverse team from across the business. We view trends as a powerful tool to facilitate ideation and curated a workshop experience that inspired creativity and engagement, even in a remote setting. From a collection of 54 trends, our team of sales, retail operations and brand experience experts collectively identified the trends that have the potential to materially shape retail in the years to come. The following six were highlighted as some of the most significant. These will undoubtedly bring a step-change for many businesses,” said Rudi Nienaber, Innovation Executive, Smollan.

Direct-to consumer

For some time, brands have been embracing strategies that allow them to engage directly with and sell to consumers. This enables them to control



the overall customer experience and collect consumer data along the purchase journey, helping them to improve their offering and build a stronger brand identity.

In 2020, lockdowns across the globe drove an unprecedented adoption of ecommerce, and although Direct to Consumer saw substantial growth, it grew at a slower rate than traditional ecommerce where a rapid increase in the sale of essential goods was a major contributor.

This suggests an opportunity for consumer-packaged goods companies with relevant baskets to amplify their current direct sales which may be

under-indexed. Whirlpool Labs Innovation launched an on-line ecommerce store for customers to directly buy cleaning accessories while PepsiCo consumers can now shop on their PantryShop.com and Snack.com, bypassing the supermarket.

Employee experience

The pandemic fast tracked a monumental shift to remote and virtual work. Now less-rigid arrangements have

become the norm such as flexible work schedules, unlimited leave, or a combination of these elements. Co-designing the post-pandemic work environment with one's employees, is critical. Buffer introduced a long-term pilot of a four-day work week in 2020 which has resulted in “sustained productivity levels and a better sense of work-life balance”.

In June of this year, Apple employees pushed back against a new policy that would require them to return to the office three days a week, while Ford has offered its 30 000 staff complement the choice to work from home even after the pandemic.



Strategic collaborations

Alliances between two or more brands, or organisations, serve to create a unique and novel product or service with the intention of gaining a competitive advantage in the market. Companies with compatible values come together leveraging one another's assets or audiences to accomplish a common goal.

L'Oreal partnered with TikTok to bring shopping directly into the app experience, resulting in a frictionless content-to-commerce shopping experience.

In another outstanding collaboration Lego partnered with Adidas to reimagine an iconic silhouette – *The Adidas Originals Superstar* – offering consumers sneakers to wear and to build.

Minimal impact

Consumption is not dead, but it's changing with new generations buying with less frequency and more mindfully as they become conscious consumers. They 'vote' with their wallets, supporting plastic-free and cruelty-free products and shorter routes-to-market.

For example, Unilever scientists have found a new recyclable material for their toothpaste tubes, making the solution available to other companies to encourage an industry wide change.

Mr Green Africa uses technology to collect and process recyclable materials with a traceable social and environmental impact while Swedish brand Felix offers items that are priced according to their carbon footprint.



“ These trends and examples are a tiny snapshot of the monumental transformation happening around us, they signal how these changes are starting to take shape. ”

Holistic wellbeing

Consumers are embracing preventative care, self-monitoring, and holistic wellness to keep their bodies in check – experimenting with ways to improve their personal consumption and lifestyle habits, including those related to sleep, food, exercise, and mood management.

Preventative care also offers the potential to mitigate rising health care costs in the long run.

BOS launched a range of functional rooibos-based health shots packed with the benefits of their organic tea. Fitbit's Versa 2 wakes users up in the morning at an optimal time; tracks sleep patterns and provides insights while insurance company Vibra Health sends free fruit and veggie boxes to members in partnership with FarmboxRX.

Optimising the last mile

Due to the exponential growth of ecommerce and demand for speedy convenient deliveries, there is a need to make the last stage of a product's journey as efficient as possible, while providing satisfying customer service. As a result, warehousing, distribution, and delivery models are transforming to streamline operations, embracing automation technologies and novel delivery methods. Russia's Google delivers online orders in just 15 minutes; Walmart invested in DroneUp, an on-demand drone delivery provider and Amazon Scout uses a fully electric system to deliver packages to customers using autonomous devices.

While these trends and examples are a tiny snapshot of the monumental transformation happening around us, they signal how these changes are starting to take shape.

The organisations that empathetically and deliberately turn opportunities into new solutions; that proactively build the world of tomorrow; that deliver value through collaborative networks and are purposeful around planet, people, and community – will reshape the post-virus world. **SR**

