

SUPERMARKET & RETAILER



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Business knowledge for smart retailers
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**Aki Kalliatakis –
The low quality of service
in business**

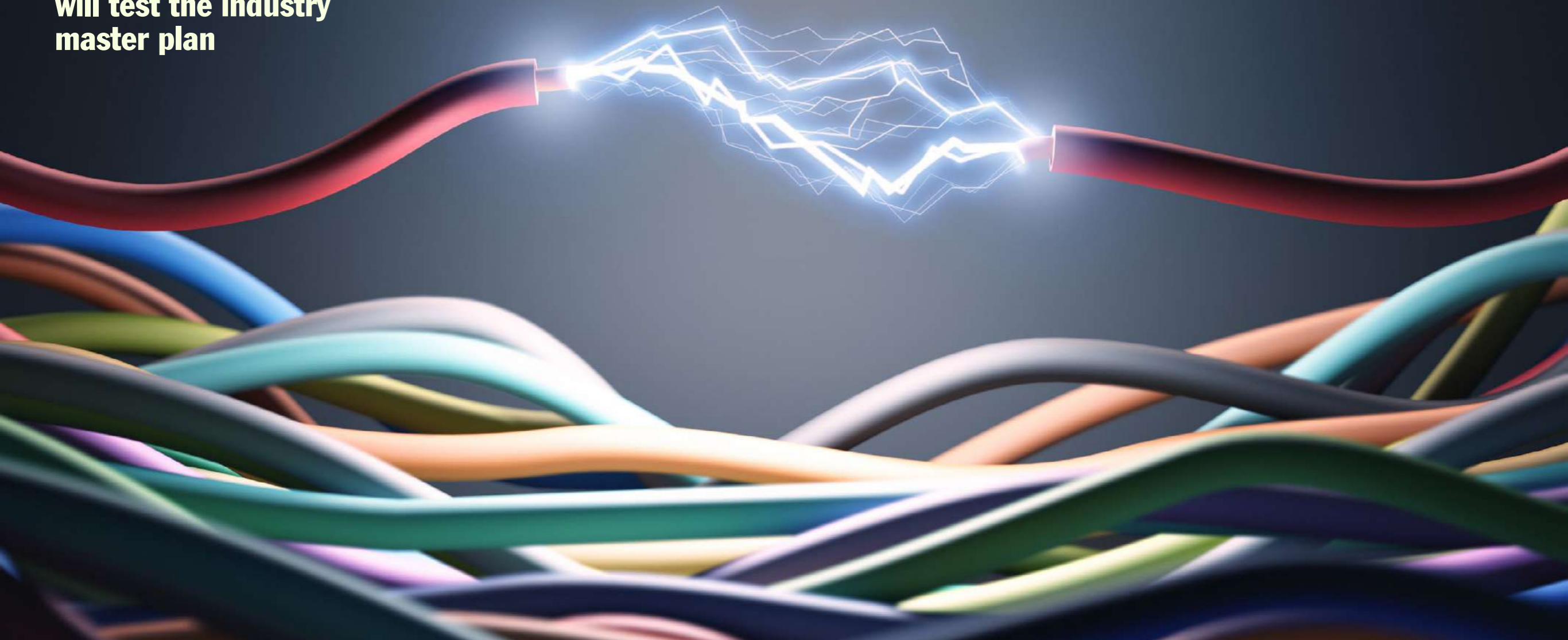
**Storewatch –
PnP on Nicol
is a novel development**

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will test the industry
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Energy savers

Energy checklist

Reducing energy consumption, implementing innovative ways to source power, improving sustainability and reducing operating costs are vital to the survival of your business. So, what can you do?



Supply chain

Amid the COVID-19 pandemic, the world cannot afford for manufacturing and distribution to grind

to a halt. From food on our shelves to medical necessities, these sectors are at the heart of our

economy and must keep going at all costs. We can manage the supply chain disruption through a combination of technology and ingenuity.

COLUMNS

Is the customer an interruption in your work?

Aki Kalliatakis asks why is there so often a low quality of service? Why do many websites leave off a contact number to allow customers to talk to a live human instead of filling in a form in writing?

STOREWATCH



Pick n Pay on Nicol

The refurbishment of this store creates a completely different environment with many surprises for the shopper. The planning team analysed the store's scanning and Smart Shopper loyalty card information and some major decisions were taken, resulting in a unique layout.

Save You Powertrade Pietermaritzburg

The reason for the revamp of this store was to provide customers with an outstanding store experience, expand the trading space and speed up the queues. It was also to position the business ahead of the curve.

NEWS



Covid 19 Crisis

Italy was the first European country to be hit hard by the coronavirus. The pressure on the food retail

sector was felt immediately and some valuable lessons can be learnt by the SA retailers.

New chicken tariffs

Higher gazetted tariffs on predatory chicken imports from Brazil may well reduce importers' profits, but whether or not they will stem the tide of predatory trade and dumped chicken swamping South African shores remains to be seen.

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Under pressure



Helen Maister

Pressure pushing down on me, pressing down on you – Queen and David Bowie - This song keeps coming to mind at this time and I think for good reason.

South Africa is behind the curve with regards to many things, but most topically, COVID-19.

Here is where we can learn from countries like Italy where we will be reading about the incredibly valuable information in the article *Lessons from Italy* – online trends, key growth drivers, consequences for food and beverage business and immediate action that retailers can take.

Right now load-shedding has been put on the back burner (see what I did there). But in three weeks' time, unless Eskom has succeeded in maintaining all our ailing plants, we'll be back to candle-light dinners. Did you notice that Eskom increased its tariffs just as we went into lockdown?

That was an increase of 8.76% on the 1 April 2020 for standard tariff customers. Eina!

Which leads me into introducing our *Energy Savvy* feature where we discuss solutions that can favourably impact your bottom line and set you up for profit in the future. We will discuss lighting, bakery, cabinet and plant efficiencies, we touch on solar and let you know what you can expect from new generation generators. We have an energy check list to see where you may be running into problems.

It is no surprise that 75% of worldwide supply chain companies have reported disruption due to COVID-19. Manufacture has been put under pressure due to panic buying and stockpiling. Read: *Managing supply chain disruptions through a combination of technology and ingenuity*.

What does it take to get service around here! Can you imagine not welcoming customers, especially in this environment? This is the time to nurture customer loyalty and Aki Kalliatakis discusses some of the pitfalls in *Is the customer an interruption in your work?*

Different markets, both a success: In our *Storewatch* we look at two revamped stores aimed at different sectors of the markets, both are giving their customers the best shopping experience possible. We deep dive into *Pick n Pay, William Nicol* in the heart of Sandton and *Save You, Powertrade* in the heart of Pietermaritzburg.

This magazine was started in 1955. Yes! We are 65 years old. At that time it was called the General Dealer. The world as we know it is in transition, never to be the same again.

We will transition with our readers into new iterations of retail. Join us on our various platforms www.supermarket.co.za, on FB <https://www.facebook.com/supermarketandretailer>, IG @supermarketza, myself on LinkedIn <https://www.linkedin.com/in/helenmaister/>, twitter @Supermarketmag or subscribe, if you haven't already, at info@supermarket.co.za

Blessings and blessings

Helen Maister

Helen Maister



Is the customer an interruption in your work?

Why is there so often a low quality of service?



Aki Kalliatakis

Delight your customers

aki@leadershiplaunchpad.co.za

www.leadershiplaunchpad.co.za

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.



In preparation for a meeting with the marketing director of a company that most of you will recognise, I looked at their website. It seemed extravagant enough, abundant with striking images, and the content was fascinating and arresting. I filled in the 'Contact Us' form to ask a simple question, and truthfully, I wasn't too optimistic that I would actually get a response. (I was absolutely right!)

What was missing on the 'Contact Us' tab, however, was a phone number. Believe me when I say that I searched and searched and searched,

clicking around the whole website. It was very frustrating, because I also wanted to chat to someone live. I am, after all, 63-years old, and I cannot trust you if I can't look you in the eyes, or at least talk to a live human being on the end of a phone. Now I certainly don't hold the past on a pedestal, and I am certainly not going to demonise the future. I accept that the internet and social media have won the marketing battle – more so today than ever before.

So when we met, I asked the marketing director why there was no contact number on their website,

and he said that the company wanted customers to use the self-help FAQ's and fill in online forms. I asked if that's how their customers wanted to contact them, and then he said:

“Well you see, if we put in a phone number, then they are going to call all day long”

I was flabbergasted, and trying to hide my shock I said, "You don't want your customers to call you? Aren't they actually just trying to reach you?"



For me this is 'social engineering' at its worst. (Social engineering is usually defined as "...the use of centralised planning in an attempt to manage social change and regulate the future development and behaviour of a society.") It always reminds me of the quotation...

“The customer is not an interruption of our work – he is the purpose of it.”

Kenneth B. Elliott of The Studebaker Corporation

This is not an isolated example of some of the dumb things that businesses do. Here's another illustration: I'd decided to do replace my twenty-year-old data projector with a new one. With a great sense of excitement I arrived at the large retail store, looking forward in anticipation to buying a new toy. But I wanted to discover more about the various models, how they work, and what deals there were.

Sadly, the store assistant didn't share my enthusiasm. He didn't ask me what I did, what I needed, or how I used projectors. He seemed clueless and unknowledgeable about my questions and how to operate the machines, so I had to make my decision arbitrarily based on the little that I knew about projectors. I could not rely on what he thought would be the best option. As I left, I hoped that I wouldn't regret my decision on this expensive purchase.

One final example: at a big brand store, I went in just before the COVID lockdown to top up all my

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"Who picked 'I Can't Get No Satisfaction' to be our on-hold music?"

gas bottles, but after I'd carried the heavy bottles to the gas depot, the assistant said he couldn't help me. "Why not?" I asked, "Have you run out of gas?" He hummed and hawed and then embarrassedly told me that they indeed did have gas but, since I hadn't purchased the gas bottles from their store, he was not allowed to refill my bottles. Once again, I couldn't believe that a manager somewhere had made such a stupid decision. It was even worse because the whole country at that stage had started becoming more kind and compassionate, and this business's dumb rule stood out like a sore thumb. They could have sold me a few hundred rand worth of gas, but lost the sale and my goodwill.

Businesses which do silly things are driving customers to their competitors who don't do silly things. Most businesses – all over the world – have some parts of themselves that are broken, and there's a customer service crisis that seems

impossible to solve. I always get the same response from senior managers: "Well, you know, it's so difficult getting young people motivated to take care of customers in today's world." It's quite strange, but these same young customers seem to be very fired up when they are with each other. They seem to be able to focus on social media for hours at a time. And just watch them arranging a party or a wedding when their friends are coming! The problem is the boss, not the employee. Somehow it all seems to fall apart when people come to work.

“There is definitely a calamity of customer loyalty facing business everywhere you go today – probably including your business. But it doesn't have to be so.”

In the data projector example, how could the business have done more to make this experience better? The assistant could have changed his approach and ask about my level of knowledge and experience with data projectors, and engaged in a chat about my needs. Instead of reluctantly reading the instructions inside the box while I waited, he could have offered me a cheat sheet or a brochure, or pointed to a comparison website crammed with hints and tips as well as videos on projectors. He could have offered brochures from the manufacturers, and given me great advice on what to buy based on my needs. He could have even shared information about how to get the

best from a projector, and how to save money on replacing lamps. His business could even go so far as to offer seminars or workshops for their customers using experts or sales reps from the various brands. In addition they could have recorded my information, and use that proactively to regenerate my initial excitement, and possibly to cross-sell additional products that I could find useful in future.

Nobel Economics Prize winner, Daniel Kahneman, tell the story of what happened when he was a seven-year old Jewish boy caught up in Nazi-occupied Paris during the Second World War. One night, well past the curfew time, he realised he had spent too much time with a friend, and, wearing his sweater (with the yellow Star of David sewn into it,) he ventured out. Very close to home, he suddenly encountered an SS soldier with a black uniform, and he was terrified. And then the soldier beckoned him over, and before Kahneman realised it, the soldier picked him up and hugged him. He then put down the boy, took out his wallet, and showed young Daniel a photograph of his own little son, and gave him some money. A trained killer could still find it in his heart to do something nice, and although it affected Kahneman and his later work on how irrational human beings are, the seven-year old was totally confused.

Service is all around us. From the moment we are born, we depend on our parents and others to serve us with food, clothing, protection, help us when we are sick, teach us what to do, and, of course, to be loved. As we grow, teachers, doctors, and sports



coaches also take on this role, and then we study and join a company. Hopefully, our managers and our colleagues are successful in serving us too, and, even more hopefully, the government and broader community helps us through service. As we become parents, we are service providers to our children, and in a reversal of roles, we become caregivers to our aging parents. We live in a world completely suffused with service.

When you look at how we use the word 'service', there are a huge number of words associated with it, medical service, counter service, roadside service, delivery service, even self-service. There is military service, foreign Service, traffic service, public service, police service, church service, and a memorial service.

“ There seems to be a huge divide between the low quality of service and the high volume of it. ”

But with service all around us in our lives, why does this happen? Maybe it's because we think that service is slavery, or servility, subservient, or being humiliated by others. 'Customer Service' is the department where customers go when they are unhappy.

And yet everyone knows that being of service to others helps us to sleep better at night. The company is better off, managers are happier, and people love, and feel proud of, the fact that they were able to help others. It gives us a sense of fulfilment and inspires deep gratitude from other people. It uplifts everyone around us. It is the reason we are alive.

“ I don't know what your destiny will be, but this I know: the only ones amongst you who will be truly happy are those who have sought and found a way to serve. ”

Albert Schweitzer

The people on your team are the ones who make service come alive, and make it real with the actions they take every day. They can be creative, motivated and inspire your customers and each other. Zig Ziglar probably put it best when he said,

“ You will get all you want in life, if you help enough other people get what they want. ”

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



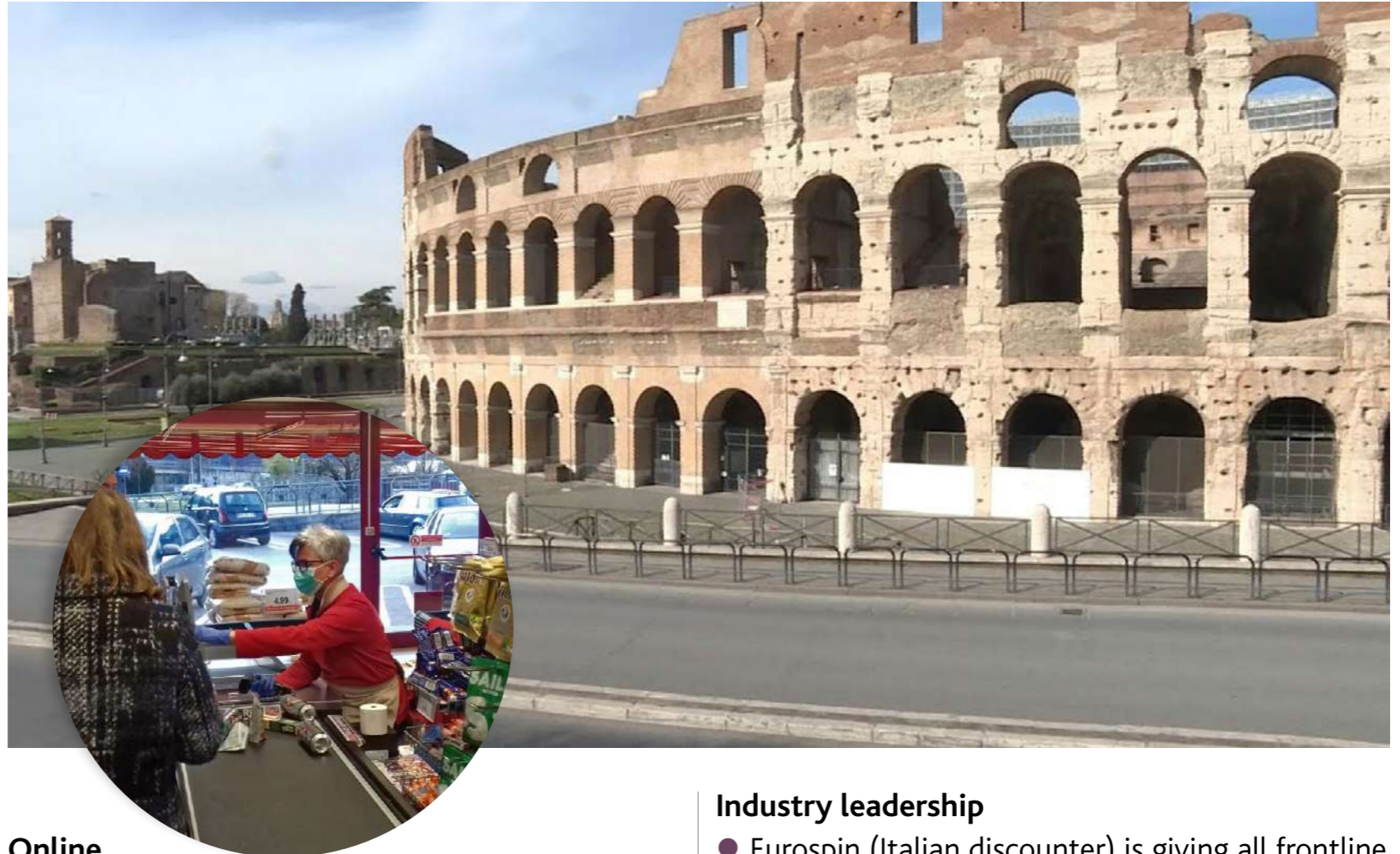
Lessons from Italy

By Paolo and Stefano Palomba, IPLC Europe

Italy was the first European country to be hit hard by the novel corona virus. The pressure on the food retail sector was felt immediately and some valuable lessons can be learnt by the SA retailers.

In-store

- Supermarkets and drugstores remain open for business but with restrictions on the number of shoppers allowed in-store (based on one person per 3-4 square metres) and the 'essential' nature of the products sold.
- Additional distancing measures in place with 'chevrons' on the floor to remind customers to keep distance from each other and from staff. Staff are required to enforce these rules.
- Plexi-glass till fixtures with staff wearing masks and gloves are common.
- Supermarkets are starting to provide trolley sanitising and hand-washing facilities.
- Some stores are extending opening hours to allow for dilution of shopper numbers at any one time. However, businesses need to consider staff fatigue and cleaning requirements.
- Therefore, some stores are looking to reduce opening hours or close on certain days.
- Stores are not proceeding with promotional activity or price activity, so uplifts are not created unnecessarily.



Online

- Esselunga are offering free deliveries to over-65's
- Carrefour are only delivering to over-65's
- One delivery per family per week
- Week ending 8 March saw online sales +82% year on year
- Esselunga now have a two-week wait time on deliveries
- This phenomenon has been mirrored in most countries across Europe.

Industry leadership

- Eurospin (Italian discounter) is giving all frontline retail staff a €100 bonus 'thank you' and emergency insurance for any staff contracting

Covid-19 sickness that requires hospitalisation

- Retailers are starting to invest in media ads to thank their own staff for their service and thank medical staff for their massive efforts.
- Both retailers and manufacturers also making significant monetary donations to hospitals.





Sales impact

- Italian market was growing at +1% before the outbreak
- Sales in retail are currently up by around 11% (Nielsen) but suppliers feel this is understated. Core retail product sales are up anything between 10% and 400% depending on the category and product.
- Initial uplift was in the northern outbreak region, but this has moved south

Three key drivers of sales growth

- Irrational panic buying and hoarding
- Purchase of healthcare and supplement products
- Transfer of 'out of home' to 'in-home' eating (37% of Italian consumption was OOH)

Channel differences

- If it looked like some discounters were not coping with the panic buying, its likely because they only stock the highest volume sellers. As a result, they will have more obvious empty shelves during this panic buying phase. Arguably, they have the most efficient supply chains and can absorb a sustained 15% uplift quite easily.
- The mainstream multiples will struggle to cope with online orders but are likely looking to suppliers to provide additional short-term capacity through their vans (for direct to store deliveries AND as sub-contracted grocery home delivery agents).
- Convenience operators have a proximity advantage and will see sales uplifts similar to those seen during extreme weather events when consumers restrict their movement and shoppers stay local.

Consequences for European food & drink businesses

- Expect to see similar, more stringent controls on freedom of movement implemented across Europe (if not already). New announcements may lead to additional phases of panic buying.
- Expect sustained shift from food service to food-retail resulting in a rough 10% to 15% uplift in retail sales and almost total decline of out of home consumption.
- HoReCa (hotel, restaurant, catering) trade is decimated and this impacts suppliers who are heavily exposed in this channel. Suppliers of

HoReCa products in export markets should watch closely to see if similar lockdowns come in export markets.

- With mass job losses, the medium term reaction will be similar to the recession: Shoppers will switch to private label to save money, more scratch cooking and home-baking (saves money & uses up free time as an 'activity' for stir-crazy kids and parents).
- For now, shoppers will buy whatever is on-shelf, retailers don't actively care if this is PL or brand.
- New opportunities will emerge as consumers and retailers will demand additional certification around hygiene standards, sanitising etc whilst consumers switch away from un-packaged goods. Some retailers will seek NPD and new listings to cover their gaps on shelf.
- Raw material shortages and supply interruptions are a concern as the crisis develops. Some products from China were completely unavailable due to factory and port closures. European sourced items may have supply interruptions due to lack of clarity on movement of goods across borders. Some locally sourced items were unavailable due to factory closures in the worst affected regions of northern Italy. Packaging and specific components for Detergent Sprays (triggers etc) are in extreme short supply and may not see availability for another six weeks.
- Other shortages include PPE items such as surgical face masks etc.



- Food businesses will need to introduce additional hygiene and sanitising measures: rotas for hand hygiene, rotas for disinfecting frequent contact surfaces etc. Crucially, smart businesses will do well to consider how this is communicated to customers and end-users to try allay fears.

Immediate actions for business

Employers will need to introduce testing and isolation procedures. Staff temperature checking will become widespread. If a team member becomes sick, then the whole immediate team will likely end up isolated.

Here are some mitigations for employers to improve business continuity:

- Introduce time separation e.g. one-hour gap between day and evening shifts to ring-fence shift groups and limit any sickness to a specific group
- Staggered break times
- If staff member feels even slightly unwell advise self-isolation – 'if in doubt, sit it out
- Upweight training on correct use of PPE and hand hygiene
- Concentrate on producing the top selling SKUs and agree this in advance with retailers
- Consider training non-production staff to fulfil production and distribution roles and fill gaps when staff are sick or isolating.
- Consider a staff bonus to encourage people to work and say thanks for the additional shifts and workload etc.

- Start recruiting unemployed food service industry staff now. They will likely be basic food hygiene trained and can act as a reserve for when your regular staff absenteeism increases in the coming weeks due to sickness, fatigue or fear of infection. This approach is being taken in US, UK and Ireland industries despite the challenge of training staff whilst a business is coping with intensive production levels. The conclusion is that for non-Italian countries, where there is an opportunity to prepare, they should do so. If like Italy, your country is in the midst of the surge infection phase, then retraining will be difficult.

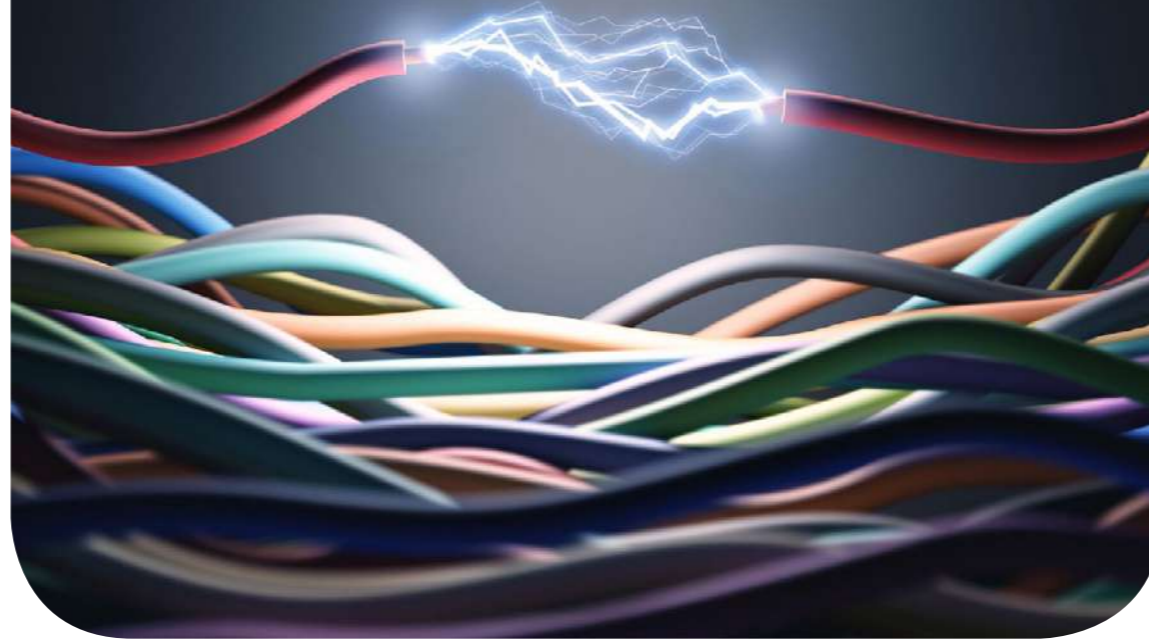


Conclusion

The team at IPLC is committed to sharing our learnings from all markets across Europe. We are driven by a sense of collaboration and camaraderie in these challenging times and we remain available to facilitate further information sharing and webinars in the coming weeks. **SR**
For more information, visit www.iplc-europe.com.

Fuel for thought

Savvy energy savers



South African retailers are battling soaring costs, environmental impacts and an unreliable power supply. Becoming energy smart is no longer a luxury, it is a necessity. After payroll, energy is the biggest cost-centre for most stores and retailers. Reducing consumption, implementing innovative ways to source power, improving sustainability and reducing operating costs are vital to the survival of your business. So, what can you do?

In-store lighting

This is a classic catch 22. Excellent lighting in a retail space is essential – people need to see what they are buying.

A well-lit area is also more welcoming and can be perceived as 'cleaner', while lighting is used to enhance in-store displays and guide the consumer experience. But lighting certainly uses a lot of energy. What are your in-store lighting options? According to eco-website Sustainable.co.za, LED lights can use up to a 10th of the power that standard bulbs require. You could also look at solar lighting, but keep in mind that solar lights are most cost effective when installed as a complete unit. With LEDs, you can get the same light, but with savings of 40% or more.

In addition to using LEDs, you could also look at a smart lighting system, particularly for staff-only areas. Presence-detection lights utilise small motion sensors in the light fitting, switching lights

on and off as people move in and out of the area. These can be controlled via a dashboard accessible on a PC, laptop or smartphone. Some systems also include usage reports and consumption monitoring. It is even possible to centrally control your entire in-store lighting system, or systems across several stores, to be controlled centrally. Store managers can schedule lighting levels to auto-adjust with the time of day, or increase the brightness as required. If the store has windows or light wells, progressive LED controls will also adjust to harvest the natural daylight by adjusting their own light levels to a pre-set standard. "There is no need to shut the light off outside of operating hours, because the system is auto-scheduled to ensure lighting is only on when needed, says Thomas Henken, vice-president

and director of design at retail design firm api(+), in Florida in the US.

An added benefit of LEDs is that they have cooler operating temperatures, as well as more stable light levels for a longer lifespan. They also offer flexibility when it comes to in-store lighting, which is an added bonus when used to enhance food displays and direct customer experiences. LED technology continues to advance so it's a good idea to do your research before making an installation decision.

Sustainable energy in the bakery – burners versus electricity

Shane McMeeking, CEO of Macadams

International, believes that sustainable energy is key for South Africa, but agrees that is not an easy fix. Replacing electricity-driven machinery with burners is a sustainable solution that doesn't rely on Eskom's failing reliability, but it's not cheap. He says, "Burners require regular services and additional extraction to extract exhaust fumes, so additional costs would apply." However, the cost of running large generators during load-shedding is not insignificant, making this an individual decision for each bakery or chain. "Smaller generators that can be used to run mixers and proofers are cheaper to buy, easier to install as they require less space, and also cheaper to run. Solar energy is a potential solution here too, but should be considered alongside the needs of the rest of the store."



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How to spot different types of lighting

Make sure that you have the most efficient type of lighting installed. The following table will help you identify different types of bulbs and whether there might be a more efficient alternative.

Existing lamp type	Energy-efficient option	Energy saving/benefits	Application notes
Tungsten light bulbs	Tungsten light bulbs Replace with compact fluorescent lamps (CFLs) or LEDs in the same fitting	75 – 80% saving plus longer lamp life	General lighting – modern LED and CFL replacements may also be acceptable for display lighting
38mm (T12) fluorescent tubes in switch-start fittings	Replace with equivalent 26mm (T8) triphosphor fluorescent tubes of lower wattage	Up to 15 – 20% saving plus longer lamp life	General lighting, but even better use with modern fittings
High-wattage filament lamps or tungsten halogen lamps as used in floodlights	Replace with metal halide, LED, or high wattage compact fluorescent lighting	65-75% saving plus longer lamp life	Flood lighting and some general lighting situations
Mains voltage reflector lamps, filament spot and flood types	Replace with LEDs or compact metal halide discharge lighting	50-80% saving for equivalent lighting performance	Where compact metal halide or LEDs are not appropriate the low voltage tungsten halogen spotlights can reduce lighting energy use by 30%, with further savings available by using 35W infrared coated (IRC) bulbs instead of standard 50W bulbs
Fluorescent fittings with the old 2ft 40W, and 8ft 125W fluorescent lamps	Replace with modern efficient fittings using reflectors / louvers or efficient prismatic controllers with high-frequency electronic or low loss control gear and triphosphor lamps	30-45% saving with much improved lighting quality. The use of high frequency electronic control gear eliminates flicker, hum and stroboscopic effect.	General lighting
Fluorescent fittings with opal diffusers or prismatic controllers which are permanently discoloured	Replace with new prismatic controllers or replace complete fittings as above	No reduction in energy consumption but increases the amount of light by between 30% and 60%	General lighting

Source: <http://www.psee.org.za>

Reducing energy costs in the bakery

In an article entitled *Variable Speed Drives: Reducing Energy Costs in Bakeries*, Eskom suggests using Variable Speed Drives (VSDs) to “help optimise processes and improve energy efficiency in all the phases of industrial baking.” From mixing and pan setting to baking, slicing and packaging, VSDs can come in handy. It states that, “A VSD, also known as a Variable Frequency Drive (VFD) or adjustable speed drive, is a device that can adjust the frequency to regulate and adapt motor speed to

match the actual demand required by the system or application it is driving, resulting in a reduction in energy consumption.” Basic and advanced VSDs can be retrofitted to existing machinery, with advanced units able to be interfaced with a computing system, providing real-time operating data on the status and performance of a motor.

Technological advances in machinery and controls make the monitoring of energy consumption far easier. An example of this is the Touch Screen Oven, which offers significant savings when compared to

old-school manual ovens.

Using CO₂ as a natural gas refrigerant is another sustainable option that can reduce energy consumption and save on operating expenses. For smaller businesses that cannot invest in a whole new system, recommissioning an existing system is a workable solution. By optimising your system, you can achieve savings in both energy consumption and costs. You can do the same by installing high-efficiency EC motor fans in place of your old fan system.



System efficiency and effectiveness

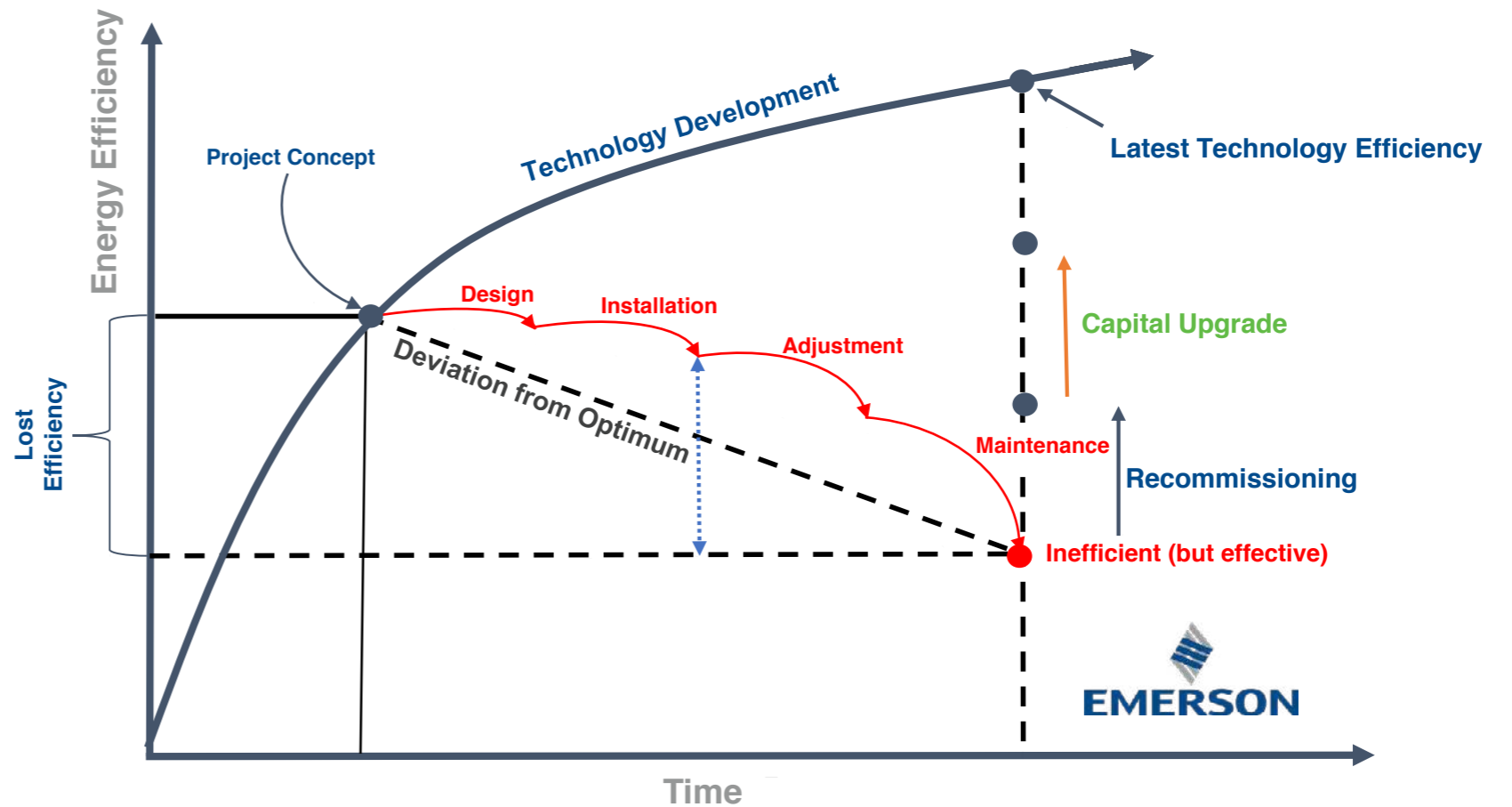
The efficiency of a refrigeration system is dependent on a number of factors, including design, installation, temperature adjustment and maintenance.

- **Design:** Does the equipment match the duty it is expected to perform?
- **Installation:** Has it been installed correctly?
- **Temperature adjustment:** Incorrect temperature control will lead to less than optimal performance.
- **Maintenance:** Regular maintenance means that worn or damaged parts are repaired or replaced before they cause the unit to fail.

How do commercial refrigeration units lose energy?

Maintaining and monitoring your unit ensures that it is running at peak performance. Regular cleaning of the evaporator and condenser coils reduces the load on the compressor and minimises the risk of failure, while dirty condenser coils mean your unit has to work harder to maintain the temperature inside, which uses more energy in the process. Worn gaskets, hinges, door handles or faulty seals cause cold air to leak from the unit, forcing the unit to use more electricity. Temperature settings and defrost frequency should also be checked regularly and adjusted if necessary.

Danie de Beer, Regional Manager at Emerson, says there are a number of improvements that can be made to a refrigeration system over time to improve its efficiency...



Refrigeration systems can lose as much as 30% efficiency within the first two years of operation – monitoring is critical, dependant on age of system, environment, and maintenance.

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Compressor designs (transition from Semi Hermetic to Scroll Technology is one example) ● The use of modulating suction pressure ● Floating condensing pressure control ● Adoption of electronic valve technology ● Improving the efficiency of fans, evaporator coils and condensers | <ul style="list-style-type: none"> ● Heat reclaim from condensers ● Adaptive / smart defrosting ● Adoption of more efficient and / or natural refrigerants ● Doors fitted onto refrigerated cabinets ● Adoption of LED lights |
|--|--|

“ If a store was not using any of the above measures, and then took the decision to implement these technology / design improvements, it would be possible to achieve over 40% savings on your refrigeration plant ”

Danie de Beer, Regional Manager at Emerson



Cabinet and plant efficiency

Thanks to recent innovations in cabinet design and production, you can show off your produce to its best advantage whilst also reducing energy costs. For example, part of the Woolworths Good Business Journey includes greening their stores. Aiming to increase sustainability while also reducing costs, the business has made several important changes to their stores.

Their new cold-display doors (imported from the

Netherlands and fitted by Colcab) have resulted in energy savings of up to 40% per cabinet.

They also use CO₂ gas for refrigeration as it is a cleaner refrigerant that poses no harm to the environment. In addition, the stores utilise heat reclaimed from the refrigeration plant for warming up the store, especially the floors around the fridge areas.

Research has shown, however, that island and coffin-type displays are still preferred by lower LSM

shoppers. Feedback suggests that this is because lower LSM shoppers need their frozen produce to survive lengthy taxi drives without defrosting significantly, meaning this type of cabinet is still heavily in use.

Solar energy

South Africa is a prime candidate for harnessing solar power. However, despite rising popularity, costs can still be prohibitive as retailers require a significant amount of power provided by top-quality systems.

Retrofitting a solar power system can also require a fairly substantial outlay. Despite this, solar power is gaining traction in the retail space globally. Makro made headlines when they covered several of their store parking lots with solar panels last year. As reported on ITWeb.co.za (Sept. 2019): "Nesa Investment Holdings, a local renewable energy fund that invests in commercial and industrial-scale renewable energy systems, acquired the portfolio of Makro's carport solar photovoltaic (PV) systems, located at various stores countrywide."

Meanwhile In the UK, Tesco has signed up to power their stores using solar and wind power, obtained from five onshore windfarms, a solar farm, and solar panels installed at 187 of their store locations. In the US, Ikea, Whole Foods, Kohl's, Johnson & Johnson, and Walmart all rely heavily on solar power. As a reliable, sustainable, eco-friendly and ultimately cost-effective source of energy, it is certainly worth investigating.

Advances in generators

Gone are the days of noisy generators pumping out noxious fumes. Today your generator of choice is powerful, quiet, and efficient. Whether you choose a petrol or diesel-powered generator is up to you, but according to Newtontech – a technologies company that designs and develops generator sets – there are several factors you need to consider in order to find the best generator set for your needs.

- Single or three-phase
- The amps needed to start and run your appliances
- Industrial or commercial use
- Noise levels – where will the generator be situated
- Does it need to be stationary or mobile?

Stainless steel tanks mean that as long as you are using clean fuel, you will have cleaner power as there is no rust, while quieter exhaust systems drastically cut down on noise pollution. Your choice in terms of power output and run time has also significantly increased as generator technology improves. Cost will be determined by your power needs, the brand you choose, and how you set your system up. Weighing the benefits of a generator set up against the cost is no small task – the bigger and better the generator, the more expensive it's going to be. But with no end to load-shedding yet in sight, installing a new generator or upgrading your old one is a necessity and not a nice-to-have. The good news is that thanks to South Africa's electricity woes, there are a number of reliable

companies that can assist with everything from identifying your power needs and choosing a system, to installation and set-up, preventative maintenance, and even remote monitoring.

Building energy controls and integrated energy management

Smart buildings are powered by the Internet of Things, with HVAC&R (heating, ventilation, air conditioning and refrigeration), lighting, leak detection, parking capacity, water and power consumption all monitored, recorded and controlled from a central point. Easy-to-use dashboards are available for PCs, laptops and even smartphones, meaning you can monitor and control everything from a single site to a national system of stores, from anywhere and at any time – as long as you've made a plan for load shedding.

Proactive rather than reactive

The best way to manage load-shedding, rising energy costs and sustainability is to plan, prepare and strategize proactively, investigate your options and prioritise your requirements. Look at where



STAFF TRAINING



Staff training and education is key.

It is important that staff understand how to be energy efficient in-store as well as at home, and they should be educated about why energy efficiency is so important. Clear processes must be put in place to help staff conserve energy and reduce waste. Sustainable practices should be implemented along with the necessary education regarding the environment and why sustainability is so important. Posters and diagrams in all relevant areas, campaigns that call for action, and rewards-based incentives are all good ways to encourage staff participation.

your store needs urgent attention and focus on those areas first. Energy is a controllable cost. Identify what equipment uses the most energy in your store; understand how energy-using equipment is controlled; and identify opportunities for savings. You'll improve your profitability, decrease CO₂ emissions, implement savings and reduce your impact on the environment.

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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.

The value benefit

- High-quality locally manufactured solutions featuring the latest energy-saving technology.
- Demonstrated good pay back periods can be expected.
- Customised solutions to suit your store.
- ISO 9001 accredited factory.
- Safety toughened glass in accordance with SABS/SANS certification.
- Flexible installation timing to offset any customer disruption.
- Financing options available.

You can trust a Glacier door



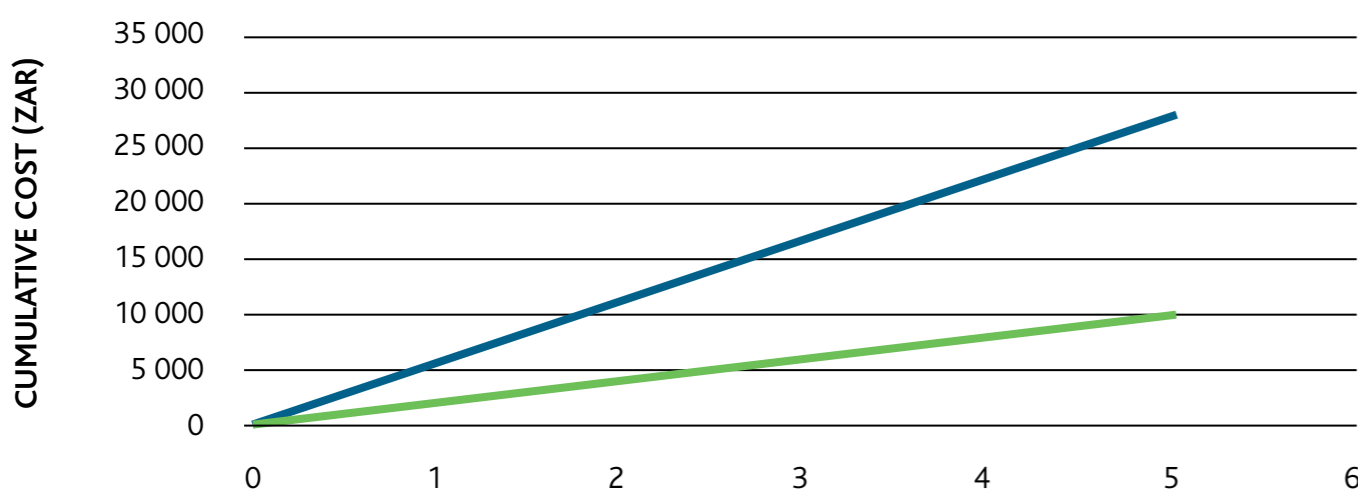
CASE CLOSED

Energy Saving Solutions

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

Energy checklist

Heating, ventilation and air conditioning equipment

- Age and condition of boiler or other source of heat
- Has the system been serviced in the last 12 months?
- Are radiators fitted with Thermostatic Radiator Valves (TRVS)?
- Are filters and grills clean and maintained?
- Are motors and pumps fitted with variable speed drives?
- Is it feasible to install high-efficiency fans?
- Are you using waste heat from your refrigeration plant to heat other areas?

Heating, ventilation and air conditioning controls

- Are there any areas of over- or under-heating?
- Have timers been set to match the hours of occupancy?
- Check set points and “dead-bands” (the gap between when heating switches off and when air conditioning switches on)
- Is there a risk of heating and cooling operating in the same area?
- Are any unoccupied areas being heated?
- Are windows and doors often left open in conditioned spaces?

Building infrastructure

- Is the roof insulated to modern thermal standards?
- Are windows double-glazed or fitted with secondary glazing?
- Are there any uninsulated walls?
- Are there any air leaks at windows and doors or other openings?
- Do all exterior doors close automatically and quickly?



Hot water

- Age and condition of water heating equipment
- Has the timer been set to match occupancy?
- Are the hot water cylinder and valves fully insulated?
- Are all hot water distribution pipes insulated?
- Have energy saving taps and shower heads been fitted?

Lighting: lamps

- Are there any areas of over-or under-lighting?
- Are there any tungsten lamps still in use – e.g. in desk lights?
- Have T12 fluorescent lamps been replaced by T8 or T5 lamps or LED luminaires?
- Can halogen lamps be replaced by LED versions?
- Can light output be reduced in any exterior lamps?

Lighting: control

- Are there any unused areas being lit?
- Can occupancy sensors control intermittently used areas?
- Can daylight sensors be fitted to lights adjacent to windows?
- Are windows and skylights cleaned regularly?
- Are manual switches accessible and clearly labelled?

- Is there a switch-off policy in place?
- Are all exterior lights controlled by timers or daylight sensors?

Other equipment

- Does all IT equipment have energy saving features enabled?
- Is all other equipment switched off when not in use?
- Is all refrigeration equipment A-rated or better?
- Do refrigeration units utilise night blinds where necessary?
- Are vending machines and coolers fitted with timers?
- Is there a switch-off policy in place?
- Are all exterior lights controlled by timers or daylight sensors?
- Have you recommissioned or initiated preventative maintenance on relevant systems?

Controls

- Is there a centralised control system to monitor and control energy consumption, machinery usage, lighting and HVAC?
- Is there a reliable leak detection system in place?

Generators

- Have you ensured you are running the most efficient generator for your power needs in terms of phases, start-up and running amps, power output required, and acceptable noise levels?
- Has your generator been serviced in the last 12 months?

Staff training

- Is there an ongoing staff training programme in place?
- Are staff aware of energy saving protocols? Is all information easily available and understood? **SR**

Emerson ZX unit

Supermarket applications for Energy saving

Emerson ZX condensing units are a good choice when the following considerations are required:

- Outdoor units with no plantroom
- Plug-and-play system design to work in ambient conditions of up to 48°C.
- Quick lead time, off the shelf availability.
- Equipment to be as efficient as possible seeing as electricity cost has a significant impact on the daily operational cost of a business.
- Additionally, it is important that refrigeration equipment is easy to maintain. Emerson's ZX condensing units with CoreSense™ technology deliver real-time diagnostics, protection and communication to prevent downtime, and ensure the units are optimized and running at full capacities.
- Affordability and competitive pricing against other available products in the market. Emerson ZX condensing units are very competitively priced for their efficiencies offered and its plug-n-play outdoor design will save costs on the initial installation as there is no need for expensive plantrooms.



System description

Emerson's large capacity ZX refrigeration condensing units are specifically designed for medium temp and low temp applications with digital modulated variable capacity control.

The 16 HP unit is supplied with a tandem Copeland Scroll configuration with built in oil management and integrated pre-failure system diagnostics and compressor protection.

The Copeland Digital ZX units have a modulation range that spans from 10% to 100% thereby

matching the changing load conditions and reducing energy consumption.

By using Copeland Scroll compressor technology, variable condenser speed fan motors, a large condenser coil, and advanced control algorithms, energy consumption is significantly reduced.

Emerson's ZX units feature significant and advanced energy saving technology such as optimised control capability; digital capacity control; and enhanced vapour injection (EVI).

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Managing supply chain disruption through a combination of technology and ingenuity



By Paulo de Matos,
Chief Product Officer SYSPRO

Amid the COVID-19 pandemic, the world cannot afford for manufacturing and distribution to grind to a halt. From food on our shelves, to medical necessities, these sectors are at the heart of our economy and must keep going at all costs.

“ Although the global supply chain is usually a well-oiled machine consisting of a system of organisations, people, processes, information and resources, disruption of this has become the new reality. ”

According to a new survey released by the Institute for Supply Management (ISM), 75% of companies worldwide have reported supply chain disruptions as a result of COVID-19. Added to that is the increasingly unpredictable demand caused by panic buying and consumer stockpiling.

Reinventing the supply chain to face the challenges of today

In response to the pandemic, manufacturers and distributors have had to pivot in a new direction, to turn the supply chain challenge into a competitive advantage through ingenuity.



The US recently invoked the Defense Production Act to allow American manufacturers to suspend their normal production schedules and begin manufacturing materials such as ventilators, which are needed in this time of crisis. The Act, which was originally passed in 1950, was a war mobilisation effort. It allowed the government to direct efforts of manufacturers to focus production on the much-needed necessities in times of need, from medical supplies through to necessary disinfection products.

it starts making hand sanitiser for the first time, instead of industrial cleaners.

Within Canada and South Africa, distilleries have also committed to supplying alcohol, a key ingredient in hand sanitiser.

Using technology to ensure long-term resilience

Until recently, China has consistently supplied global manufacturers with the bulk of their required components, raw materials and or

Australia has applied a similar approach through the implementation of 'wartime' manufacturing. Due to a shortage of necessities like ventilators and hand sanitisers, the Australian government is offering financial packages that incentivise factories to manufacture critical supplies. For example, one of Australia's biggest packaging companies, Pact Group, is converting production lines at three of its Sydney plants as



processed materials. Presently, 6 in 10 (62%) of the respondents of the Institute for Supply Management (ISM) survey have reported that they have experienced increasing delays in receiving orders from China.

“ This is of course just the tip of the iceberg, with the pandemic now impacting almost every country in the world; delays are going to begin affecting deliveries from every country, and the lateness of the delivery is expected to increase. ”

With the increasing shortages of parts, global manufacturers are now scrambling to identify alternative suppliers and supply chains to make up for the missed deliveries.

Technology systems, such as Enterprise Resource Planning (ERP) systems, can certainly improve the situation by giving manufacturers improved visibility of the reliable local suppliers and their supply chains. Through ERP integration, representatives from different supplier companies can interact on a single platform, improving the flow and availability of information and improving the reliability of delivery. For example, the SYSPRO Supply Chain Portal was originally launched with a Request for Quote capability, which enabled the formal invitation of suppliers to tender for the supply of goods and services. Not only can manufacturers identify local suppliers who can meet their orders in a time of scarcity, but manufacturers themselves could easily find alternative suppliers.



ERP also has the added advantage of reducing document handling and other manual activities and facilitates cross functional collaboration by enabling an online process for engaging with customers and suppliers. What's more, planned receiving and manufacturing process steps can be amended temporarily in your ERP system to include additional Quality Assurance. For example, the wiping down of surfaces and spraying of goods with appropriate chemical or detergent cleansers and adding waiting times before issue or delivery.

“ In times of unforeseen scarcity, as the world is currently experiencing with the COVID-19 pandemic, it is imperative that the supply chain is kept open and full. ”

The challenge that the company faces is to identify the cheapest and easiest way to accomplish this,

using their own unique combination of technology and ingenuity. If there is surplus stock in the supply chain, the surplus could easily be sold onto neighbouring organisations – after all, the function of a manufacturing organisation is to fulfil whatever is identified as a shortage in the economy.

Managing disruption in the long-term

“ Ultimately, having the right combination of technology and dynamic ingenuity will allow manufacturers to weather the storm and navigate the unknown, bringing with it the success of discovering 'the new world'. ”

The World Economic Forum has suggested that moving forward after this pandemic, there will be a 'new normal', a need to manage disruption by developing predictive models for proactive scheduling, and dynamic planning of supply with careful consideration of the uncertainties and risks. This change will most likely usher in the next level of digital transformation, based on the collection and analysis of data from various disparate applications. **SR**

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Pick n Pay on Nicol – a novel development

A novel layout creates a differentiated shopping environment for this unique store – will the consumer take to it countrywide?

When the new Pick n Pay store was launched on the corner of Republic Road and William Nicol Drive in Sandton, Johannesburg, in 2011, it soon made its mark in the Johannesburg northern suburbs as a different shopping experience. In fact, on a number of occasions, it was voted the Best Supermarket in local surveys.

Retail stores require a refurbishment or renewal every five to seven years and the time came to upgrade the shopping experience at William Nicol as well.

The outcome is a completely different store with many surprises for the shopper. The Pick n Pay planning team analysed the scanning and Smart Shopper loyalty card information of the store and some major decisions were taken when deciding on the new layout.

Surprise, surprise

The most important change that confronts the shopper is the disappearance of the long gondola shelves (some as much as 15 drops in length), as well as the new height of these gondolas. The grocery section has now shrunk to about 30% of the sales floor and short gondola runs of only



Some of the people responsible for the new store look.

From left, Geoffrey Mosoeu (Store Manager), Jason Sewrajan (Regional Manager), Cleopatra Mabengu (GM Inland) and Jarrett van Vuuren (National Divisional Head)

1,6m in height guide the shopper through specific shopping missions, be they convenience or pantry filling or shopping for fresh ingredients.

The majority of the floor has been allocated to the fresh and specialised departments, both self-service as well as manned counters and the selections have been subdivided to allow the spreading of customers to many serving points instead of the conventional long counters found in most supermarkets. The photographs in this article outline the detail which has been thought through and the result is exciting and novel.

Occasional discussions with the odd customers a few days after the launch indicated some confusion as the experience is totally different to that of a conventional supermarket, but a subsequent visit two months after the change indicates an acceptance of the new layout and a familiarity with the various shopping missions.

The cool drink fridges and the clothing section are the two areas where the shelves rise to a level higher than 1,6m, while the rest of the store is clearly visible to the shopper no matter where they are located within the store.

Newness

The Nicol store already had many novel ideas within its range, but this revamp has increased the new ideas many fold.

The imported lines have been amplified by new ranges and more than 300 new imported items are now stocked. In fact, over 3 000 new items have been added to the store range.



The fresh salad counter is now stand-alone, and the self-service has been replaced by a staff member doing the honours



The customer can choose to be served from a wide range of frozen berries for their dessert or smoothie

This demo section is a popular place for those looking for easy-to-prepare meals. The low profile of all the fixtures allows a clear view of other departments



The wine alcove has 150 new lines, as well as a tasting area where snacks from the deli can be enjoyed while tasting a new range of wines.

In the separate liquor store, both lager and ale beer are available on tap. A chocolatier is present to assist customers select their personalised range of chocolates and have them gift-wrapped.

A new wellness range, Live Well, is on display near the pharmacy area and the pharmacy clinic now provides a doctor-on-call service for patients.

The fresh produce area has increased its Nude Wall and it appears that Sandton consumers have taken to the idea of packaging-free fresh produce based on the new sales trend. A juice machine is working overtime to fill bottles with freshly squeezed orange juice.

A delivery van is now available for home deliveries of party platters.

Electronic signage is prevalent throughout the store, be it at fresh department level or on gondola ends and the messages are changed centrally and adapted to the needs of the day or the current promotional activity.

The scratch bakery has been replaced with a par-bake bakery to reduce the need for more skilled employees and to ensure that a certain level of quality is maintained.

In a nutshell, the new layout is quite an experience when one first visits the store, but after acceptance by the customers, Pick n Pay has reinvented the shopping experience for the shopper and this layout may find its way to many other sites in select areas around the country.



External view of the coffee shop



Another stand-alone island – the coffee shop. Take away coffee is available, as well as your favourite coffee bean mixture



The new coffee shop design is airy with large windows that allow natural light to come in. The outside area has been reduced a little but there is lots of space inside

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The fresh produce department has minimised the use of packaging and the colour blocking appeals to the eye of the shopper



The 'nude wall' is well appreciated by the Sandton shoppers who are cutting down on plastic where possible



Freshly-squeezed orange has become a great hit in this store



Every service area is well signposted and even sub-sections (such as hot foods or pies, bread products or pastries) are indicated



Self-service is the way to sell lots of bakery products, but an assistant is on hand to pack the consumer's choice

A breakfast take-away pack is on display until about 11am and is then replaced by a lunch suggestion



The sushi bar is now located in a corner position and this allows the addition of a Teppanyaki counter to the mix



The butchery counter is finished in marble

The customer has full view of the cold room and its contents, which hang on a rotating mechanism



Sandton, being an upmarket suburb, expects the freshest of meat cuts to be available for the customer. Prepacked meat is also available



The delicatessen counter is located near the wine section and here customers can choose from a wide selection of cold meats and cheeses (local and imported)



The low-profile shelving is extended to the refrigeration units

Full visibility of the store is the trademark of the new layout



The clothing section has been repositioned in the centre front of the store and it can be a great impulse purchase on the way to the checkouts



This chocolatier stand displays hand-made chocolates and the customer can make up his/her own gift box by selecting various types of chocolates



The fish department is world class. Here, a good choice is made available to the discerning customer



A promotional area near the checkouts is used to highlight the current theme promotion, such as Christmas, Back to School, Valentine's, Easter

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The Royal League in ventilation, control and drive technology



The health and beauty sections sports a different floor as a highlight area designed for browsing and seeking advice. The lower shelf principle continues in this area



Wellness products, including some frozen food options, are on display in the revamped health and beauty area



The pharmacy has been redesigned to look very professional and the range of services now available at the clinic include a doctor's consultation that is done remotely via video call

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Family Planning (injectable)	R200
PAP Smear	R300
B12 Injection	R150
HIV Testing	R100





The new wine section is airy and well stocked.



Sparkling wine from around the world is available chilled and ready-to-drink. This double-sided fridge serves both the store wine section as well as the adjacent liquor store



This counter in the liquor store sells both ale and lager beer on tap and the customers can bring their own container or purchase one of the glass bottles on display



The low-profile shelves allow the shopper to identify every part of the liquor store which, although compact in size, stocks a wide range of liquor, wine and beer



One entrance to the liquor store is now located behind the checkouts and the doorway cannot be missed by the shopper exiting the store



The counter is used for wine tasting and snacks are available from the deli to accompany the wine



This recycling machine accepts both cans and plastic containers and supports Pick n Pay's commitment to the planet



A Hollard counter has been added to the Money Market services and the customer can purchase short- and long-term insurance products



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The general merchandise section follows the low shelf profile principle and the range has been rationalised to suit the local shopping tastes

SR





Finishing touches to the welcoming entrance of the revamped Save You Powertrade store in Pietermaritzburg's CBD.

Save You Powertrade started as a small store called Save You Raisethorpe in 1992, with a floor space of 435m². In 1999, Shabeer joined the Unitrade Management Services group (as a founding member) and the store became Save You Powertrade.

It turned out he couldn't have made a better decision: "I didn't expect to get the response we did," he says. Today the store, which underwent a massive revamp in 2019, includes a floor space of 4 000m² with an open and inviting store layout, and 31 till points – eleven more than before the revamp.

Why the revamp?

"The reason for the revamp was to provide customers with an outstanding store experience, expand the trading space and speed up the queues. We also wanted to position our business ahead of the curve," says Shabeer. He was overwhelmed by the response he got from customers when the revamped Save You Powertrade opened.

Customer-centric and giving them what they want

Shabeer believes that this success is due to Save You Powertrade's approach of putting their

Save You Powertrade is feeling the love

Customer loyalty drives the operational heart of Pietermaritzburg store

From a humble start with his first one-till shop in 1987, Shabeer Bux is now the owner of the very popular and recently revamped Save You Powertrade in the CBD of bustling, busy Pietermaritzburg. The sheer numbers of shoppers at this store belie its very early history and are testament to the hard work and dedication that has gone into building the business.

customers first: "It all comes down to customer loyalty," he says. "We interviewed the customers and asked them what their requirements are. Based on this feedback, we changed the store."

Focused on service excellence

Save You Powertrade is always striving to give their customers a better shopping experience and live up to their motto of great quality at competitive pricing. "The customers choose the departments, and they told me what they need," Shabeer says. Following their suggestions, Shabeer expanded the size of the departments and increased the range

within all the store's departments. It paid off: 30 percent of their total store turnover now comes from their service departments.

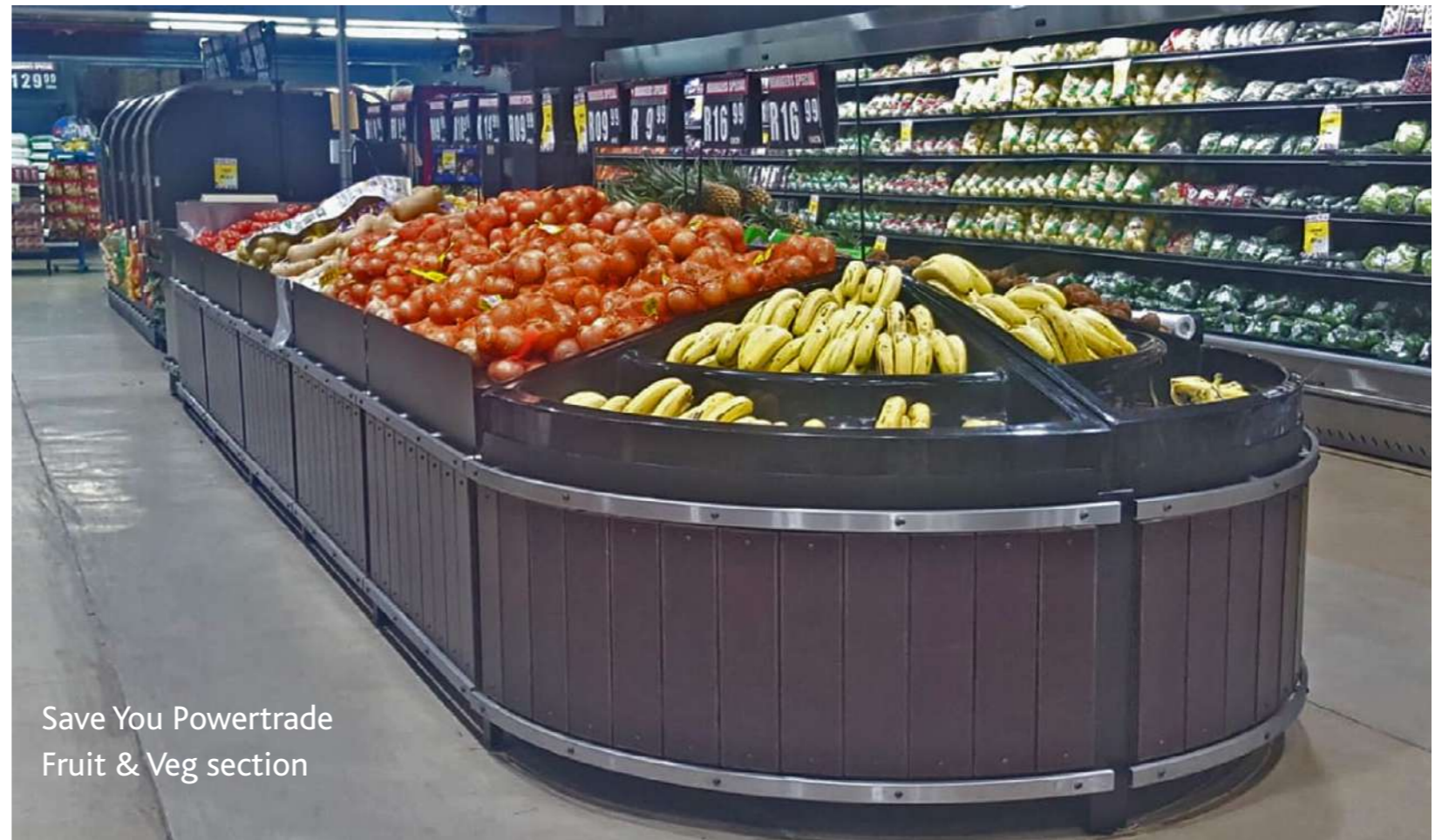
To keep the shopping experience as enjoyable as possible for their customers, they ensure that the maximum numbers of till points are open during high-volume shopping times. They also provide packers at each till point. "As part of the revamp, we also invested heavily in additional trolleys and baskets."

Bringing in the feet

As the store developed and expanded over the past five years, the number of customers shopping at Save You Powertrade has increased significantly. Since the revamp, they are now also attracting a more diverse client base. An eclectic mix of shoppers from the local community, as well as from communities outside of Pietermaritzburg, have become loyal Save You Powertrade customers. This increase is showing in the numbers: the average amount customers spend at the store has almost doubled in the past five years.

Giving back to the community

Besides building the store around what their customers want, Save You Powertrade is also deeply invested in their community's welfare: "We participate in community initiatives like paying the school fees of poor and needy children," Shabeer says. The store has also 'adopted' the Thandanani Children's Foundation, where they supply food and beverage items for the children attending this pre-school and pay some of the caregivers' salaries.



Save You Powertrade
Fruit & Veg section



The additional revamped till points help to reduce waiting time during high-shopping periods. Cashiers and merchandisers are friendly, helpful and motivated. "We strive for service excellence and customer satisfaction" says Shabeer. "This people-centred approach starts with our staff."



When he finished matric and didn't have money to study further, Shabeer started selling cabbages and potatoes. "It's been a long journey," he says.

Specials and promotions

In terms of how customer buying patterns and preferences has changed over the past five years at Save You Powertrade, Shabeer explains: "Customers are increasingly looking for combo deals, value-adds and great savings." The store has adjusted to this change by providing powerful price-offers and in-store promotions. They also increased their range of products and offerings in order to accommodate customer requirements and preferences.

To promote these changes effectively, Save You Powertrade replaced all signage inside and outside the store; and they increased the number of printed fliers advertising their product offerings. This number has grown exponentially and the distribution area has significantly increased. The expansion into new markets and new LSM groups also suggests success with marketing and promotional efforts.

Save You Powertrade's biggest promotional campaign in the past year centred on the re-launch of the store at the end of April 2019. They welcomed customers with exceptionally appealing price offers on well-known brands.

Infrastructure and support

Shabeer also attributes Save You Powertrade's success to his long-standing relationship with UMS (Unitrade Management Services), the support of IGA (Independent Grocery Alliance) through the UMS/IGA partnership, and his suppliers.

UMS is an independent voluntary trading organisation that provides a range of products and services for independent grocery retailers in the South African marketplace.



What Save You Powertrade looks like after the revamp.



FACT BOX

First opened: 1992
Latest revamp: 2019
Trading area: 2 137m²
Number of employees: 50 fulltime staff, 30 onsite merchandisers from various suppliers and 30 casual staff
Number of checkouts: 31
Departments: Fresh produce, bakery, hot food, butchery
LSM: 1-8



The bold neon signs are eye-catching and make different departments easy to identify from a distance. It also adds light and creates an inviting atmosphere in the store.



Shabeer's relationship with UMS goes back a long time: "I was one of the founding members of UMS KZN. Regarding IGA, they have added a lot of value through their experience and knowledge about independent retail."

It starts with the staff

The revamp and expansion of Save You Powertrade has created many additional full- and part-time job opportunities for the community of Pietermaritzburg and surrounds. Save You Powertrade's culture of good and caring service is not only the privilege of their customers, but starts with the way Shabeer treats and manages his staff at Save You.

"We keep our staff motivated by scheduling monthly staff meetings. Each member of the staff has a business plan that they need to action throughout the following month, and we give incentives based on their achievement of these goals."

Four supervisors, four end control supervisors and a team of departmental managers keep the store running efficiently. The structure also includes an HR manager, a General Manager and three admin employees. Financial Director Mumtaz Bux and CEO Shabeer Bux manage and own the business.

To build loyalty and trust among the staff, Shabeer and his management follow an open door policy and show compassion in times of need.

Save You Powertrade's three pillars of success

Save You Powertrade is built on three pillars of success, says Shabeer. He describes these pillars as...

- Always striving for service excellence
- Customer satisfaction and loyalty
- Staff motivation and commitment.

This people-centred approach has enabled Save You Powertrade to grow and thrive in a highly competitive environment; with both customer loyalty and staff motivation driving the business. **SR**



Revamped gondola displays allow customers to easily locate promotions and brands, and add a welcoming vista as they enter the store.



The store's revamped service departments have been welcomed by customers and contributed to increased turnover.

New chicken tariffs will be a test of the industry master plan

Statement by Francois Baird, founder
FairPlay Movement

The higher tariffs on predatory chicken imports from Brazil may well reduce importers' profits, but whether or not they will stem the tide of predatory trade and dumped chicken swamping South African shores remains to be seen. The new tariffs were recently published in the Government Gazette.

Finance deputy minister David Masondo has approved increases to 62% on bone-in chicken portions, and to 42% on boneless portions. The SA poultry industry had applied for an 82% tariff on both categories.

This is the first test of the Poultry Industry Master Plan signed at the end of last year. One of the plan's objectives was to 'contain' imports so that the industry could recover, grow and create jobs. Whether this level of tariffs does so remains to be seen. To succeed, these new tariffs on chicken imported from Brazil as well as earlier higher duties on chicken imports from the European Union (EU), must prove to be sufficient to halt the surge of predatory imports and prevent further job losses, mostly in impoverished rural areas.

FairPlay hopes this will be the case, but a steady rise in dumped EU imports after the lifting of bird flu bans suggests that further action will be necessary.



Chicken imports doubled between 2010 and 2018, discouraging investment in expansion and job creation. Because protection has been inadequate, most of the increase in demand for chicken in recent years has been gobbled up by predatory imports at the expense of small-scale farmers and their workers.

The South African chicken industry is in trouble because imports have grabbed nearly 30% of the local market. Real protection for the local industry, and a spur to job creation, would be to limit imports to 10% of local sales. Restrictions in the EU have kept chicken imports in that region to around 7%, so a sharp cutback here would be possible.

It is therefore a pity that ITAC and the DTIC did not grant the full 82% tariff increases that some experts and the SA poultry industry believe is necessary to protect the local market from the damaging impact of Brazilian chicken imports.

Concerted action is needed against both Brazil and the EU in order to halt and then reverse the importers' steady and concerted takeover of our local chicken

market through predatory trade practices.

Imagine the local economic impact if the R6bn that was paid last year to foreign producers of imported chicken had instead been spent on local production and local grain, all of which would have generated local tax revenue and, significantly, local jobs in rural areas where they are most needed.

The master plan has lower objectives, but much can be achieved. However, it must be founded on protection of the local industry against unfair imports. If these new tariffs prove insufficient to generate a revival of the chicken industry, then a further increase will be necessary. Otherwise the whole master plan, and all its crucial outcomes, will be in jeopardy. **SR**

