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CORPORATE BROCHURE



New frontiers

Maintaining growth at a manageable rate is hard enough, without the added complications of red tape when that growth is cross-border. Wayne Hartmann gives Andrew Pelis an insight into the strategy behind an ambitious international expansion programme

As South African businesses thrive in the post-Apartheid era, many companies are looking at opportunities to develop the entire sub-Saharan region. There is no guarantee of success, however, and the ability to adapt to local dynamics and customer preferences is a major challenge.



Southern Africa Master Distributors (Pty) Ltd
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Southern Africa Master Distributors (Pty) Ltd (SAMD), is a Level 4 BEE company that has taken over all of Dresser Wayne (SA)'s active business interests in the Southern African region. SAMD holds exclusive distribution rights for Wayne Pumps and Dispensers throughout South Africa and a master distributorship elsewhere throughout sub-equatorial Africa.

The company is head-quartered in Cape Town, with offices and facilities in Johannesburg and Durban.



Other services SAMD provides

- On-site assizing and commissioning of pumps and dispensers
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Additional products marketed and supported by SAMD in Southern Africa are

- Zeppini Environmental Products: Under pump/dispenser containment sumps and accessories, Hydro-carbon/Water Separator Systems for the petroleum industry, Remote Filler Containment Sumps, Tank Containment Sumps & HDPE piping and fittings.
- FE-Petro Submersible Pumps, Leak Detectors & Smart Controllers
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“We have invested over £14 million over the past three years on supply chain infrastructure and recently opened a new depot in Zambia, which will significantly increase our capacity to support growth”

For Engen Petroleum, the challenge of expansion involves international red tape, differing customer expectations, variable transportation networks and often limited IT infrastructure. Despite these considerations, Wayne Hartmann, general manager for the International Business Division, has overseen a period of continued growth, as the oil company gathers momentum towards fulfilling its EPIC 2016 Vision.

“We are a petroleum products marketing company

(downstream) operating in sub-Saharan Africa, with our headquarters in Cape Town, South Africa,” he explains. “We operate a refinery in Durban from where we make approximately 40 different products, ranging from LPG through to HFO, which we market across Southern Africa.

“We are not involved in oil production; we purchase crude oil from other areas of Africa and the Middle East, which we refine and then market and distribute. The Durban site produces 125,000



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ERM salutes Engen's success in Africa. Engen has demonstrated leadership in environmental and social performance in the countries where it operates. This includes programmes to protect the environment; enhance the communities in which it operates; and ensure the safety of its employees. We are proud to support Engen's efforts to operate responsibly and sustainably.



barrels per day and employs about 1 500 people (700 of which are contractors). Engen as a group employs in the region of 4,500 staff."

Today Hartmann oversees the company's extensive network of service stations across 18 countries in sub-Saharan Africa and exports to many other territories, mostly in Africa and the Indian Ocean Islands. "By March 2011 we will be running in excess of 1,650 retail sites with 448 of those based in neighbouring countries," he says.

"We are very much guided by market and customer expectations and feel that our awareness of the cultural differences in each country has given us a commercial advantage—different markets have different needs and our approach reflects that.

"Since 2006 our target has been to aggressively grow the business outside of South Africa by eight to ten times and we aim to accomplish this by 2016, which is where the name 'EPIC 2016' comes from. We have tripled our income to date and we are on course to meet our target."

The company has been in business for over a hundred years and was formerly owned by Mobil, until it pulled its business interests out of South Africa at the height of the Apartheid era. Engen was then taken over by local mining house Gencor and was subsequently renamed Engen and listed on the Johannesburg Stock Exchange.

"In 1996 Petronas bought 30 percent of Engen and took 100 percent ownership in 1999. A subsequent de-listing of the company occurred concurrent with the sale of 20 percent to a local empowerment company called Worldwide Africa Investment Holdings," Hartmann explains. "For many of our non-SA businesses we have local shareholders who better understand what is



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Almost half a century of operation in sub-Saharan Africa has made Prowalco the leading suppliers of pumps, dispensers and maintenance services in the region.

"Our three-pronged service offering caters for every category of customer in petro-chemical, commercial and mining industries," explains managing director Justice Tootla.

"In total we have over 100 highly skilled technicians who operate nationally."

The Asset Care Division offers total site maintenance to petro-chemical and commercial businesses and has seen significant growth as its reputation has flourished. "I believe we have the highest Health, Safety and Environment standards. Prowalco is ISO 9001 - accredited," Tootla continues.

The Pump and Dispenser Maintenance Division can service all makes of pumps, local and imported, and offers three options:

statutory, preventative and ad hoc maintenance. Two training centres, one in Cape Town and one in Johannesburg keep technicians abreast of all technological advances.

The Service Station Equipment Division supplies pumps and dispensers to major oil companies.

"Our competitive edge lies in the strength and extent of our infrastructure. All our technicians are SABS 10378 - accredited verification officers."

Operating in Namibia, Botswana, Zambia and Malawi, Prowalco is now penetrating east and west Africa as well as Mozambique and Angola.

PROWALCO

This article was commissioned by Prowalco. For more information please call 011 617 6000 or email justice@prowalco.co.za



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happening in regards to local policy and also what local customer preferences are. This makes a huge difference and the end result is a richer outcome—I expect we will see more of this approach in the future,” he adds.


Engen has two major distribution channels, the first being its retail arm, which concentrates on service stations, offering a variety of services depending on the requirements in-country. “Since we decided to expand across the sub-Saharan region we have built 20 to 30 stations each year. They represent our brand through an initiative to train staff and franchise owners.” The strategy





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continues to work and the recent acquisition of seven businesses from Chevron adds to a list of previous purchases from multinational companies including Shell and Total.

The second distribution channel is the business to business sector, where Engen has forged strong relationships with a number of industries including airlines, mining and transport companies.

International trade puts extra strain on supply chain management, which is one of Hartmann's main challenges now. "This is definitely a work in progress for us and we often encounter national regulations that determine where we have to source products from, meaning we can't always use our Durban production. We have invested over £14 million over the past three years on supply chain infrastructure and recently opened a new depot in Zambia, which will significantly increase our capacity to support growth.

"Another challenge is ensuring that we have

enough skilled people for an organisation that wants to grow rapidly. We run in-house training schemes to develop staff with technical skills and we have a targeted personal development programme, which runs alongside a graduate recruitment initiative."

One of the key areas Engen is looking to improve on is its carbon footprint. Hartmann says this is far from straightforward, in an area where other companies can gain an advantage by operating in a less committed fashion. "We have to strike a balance and we are currently rolling out an aggressive growth programme that invests in technology and environmental measures that will stand us in good stead for the future. We are trying to reduce the amount of cooling that takes place at each station by using solar and wind power and different building materials.

"We are trying to understand the latest best practices and better manage our use of power in areas such as lighting. All of this costs money

BURT HILL

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“Change must be managed well; we must understand where the customers are and what their needs are—that is where our continued growth will stem from”

of course and not every competitor considers their environmental impact in this manner, which keeps their costs down and is sometimes used against us competitively.”

Hartmann has been with Engen for 25 years and was formerly in charge of the Durban refinery. He is positive about what happens next. “The next twelve months will see the transition period for the Chevron businesses we have acquired.

We must integrate these sites into our existing operation and ensure the people are motivated to succeed. We will look to make more acquisitions in the future and Kenya, Uganda and Ghana are areas to focus on.

“Change must be managed well; we must understand where the customers are and what their needs are—that is where our continued growth will stem from,” he concludes. www.engen.co.za

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