

# FANFARE

An internal publication of Volkswagen Group South Africa

JULY 2014

## The New Polo is HERE!



Volkswagen Polo is one of the world's bestselling compact models with nearly 14 million units produced and sold worldwide to date. VWSA is only one of two plants in the Volkswagen production network that assembles the Polo hatch. In South Africa, the Polo is produced for both the local and export markets. Since its launch in 2010, the Polo hatch has consistently been the second best-selling passenger car in South Africa. In 2013, it was bought by 23 501 customers. The best-selling car in South Africa since 2010 has been Polo's sibling, the Polo Vivo which was also launched in the same year.

The new Polo has been enhanced both visually and technically. The driver assistance and infotainment systems as well as the new TSI engines now available with either 5 or 6-speed manual transmissions or the award winning DSG gearbox, have taken the new Polo to another level. The new Polo offers the widest range of assistance systems in its class. It is also the first car in this segment that comes equipped with an Automatic Post-Collision Braking System as standard.

### Pure efficiency

Thanks to the new award-winning TSI engines, the new Polo fuel economy has been improved by as much as 20 percent. The pick of the bunch is the 1.2 TSI 66kW engine. It has a claimed fuel consumption of 4.9 l/100km (117 g/km of CO<sub>2</sub> emissions).

### Four versions to choose from

Visually, the new Polo can be identified by

a sharper front and rear design. In addition, the new model introduces fresh colours, new interior materials and new specifications. The new Polo now comes in three equipment levels, Trendline, Comfortline and Highline.

### Assistance systems for all

Assistance systems that are traditionally associated with cars found in upper segments have found their way into the new Polo. These include the standard Automatic Post-Collision Braking System (automatically initiates braking of the vehicle that had an accident in order to prevent a subsequent collision) and Driver Alert System.

### Progressive infotainment world

The new radio has been upgraded into an infotainment system which has been designed to reflect state-of-the-art technology, known as the modular infotainment system (MIB). Depending on the equipment level, these include functions such as Bluetooth connectivity and a proximity sensor.

### THE EXTERIOR IN DETAIL

**Front end.** The front-end design has a much more three-dimensional and sporty look due to its redesigned bumper and larger lower air intake. A new chrome trim connects the two fog lights and makes the Polo appear wider; at the same time, the visual focus is lowered by the trim.

**Rear section.** In the rear bumper area, the car's width is emphasised by new styling cues, including a cleaner horizontal layout and a

wider cut-out for the licence plate. The rear reflectors also give the visual impression of greater width.

**Side profile.** From the side, the new Polo can be differentiated by the new alloy wheels.

**Body colours.** The new Polo is available in the usual standard colours plus two new options: Corn Flower Blue and Sunset Red.

### THE INTERIOR IN DETAIL

**New layout of instruments and centre console.** Many new ergonomic and visual improvements have been made inside the latest Polo. Aside from the new three-spoke steering wheel, the new instrument cluster in 3-D "tubes" look catches the eye immediately.

**New radio systems.** The new Polo is the first Volkswagen to get the second generation radio systems of the MIB. Two versions with touchscreen are available: the "Composition Touch" model is the entry level which features a 5-inch monochrome screen coupled with four speakers, SD-card, as well as AUX-IN interfaces. The more sophisticated version offers a 5-inch colour display, two additional rear loudspeakers, CD player, MP3 functionality, SD-card input and USB and Bluetooth connectivity.

**New climate control interface and chrome accents.** Interior designers also optimised controls for the climate control systems. Chrome accents on the door panels, the air

vents and around the gear shift console also add to the sophisticated ambience.

### ENGINES

The new Polo is fitted with fuel efficient TSI engines which replace the MPI engines. The new petrol engines replace the 1.4 (63kW) and 1.6 (77kW) MPI engines.

**1.2 TSI with an output of 66 kW.** The entry derivative is fitted with the TSI engine that delivers an output of 66 kW available at 4 800 rpm. The car has a top speed of 184 km/h and accelerates to 100 km/h in 10.8 seconds.

**1.2 TSI with output of 81 kW.** At 81kW, the new Polo attains a fuel consumption value of 5.1 l/100 km (equivalent to 120 g/km CO<sub>2</sub>). The Polo 1.2 TSI has a top speed of 196 km/h and accelerates from 0 to 100 km/h in 9.3 seconds.

### DRIVER ASSISTANCE

The new Polo has wide range of comfort and assistance systems that are unique in this class so far. The new assistance systems include the Automatic Post-Collision Braking System and Driver Alert system (detects waning concentration of the driver and outputs an acoustic warning and a message appears in the instrument cluster recommending a break from driving). ■

See more on the interior and exterior upgrades on page 2.

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An inspirational Comrades story



■ VWSA has been recognised as a Top Employer in South Africa for the third year in a row and as No.1 employer in the Automotive Industry for 2013/2014 ■





Visit the AutoPavilion to purchase your own Nelson Mandela t-shirts from the beginning of July. Siya's white shirt is R100 and Lindi's black shirt is R114.

It's hard to believe, but we are already halfway through the year. As always, Fanfare keeps you up-to-date with developments at VWSA and features interesting and inspiring stories about employees at the company.

May marked our two-millionth engine and 500 000th EA111 engine coming off the production line. Well done to everyone who made this milestone possible.

The milestones don't end there, as Volkswagen's Communications Division also accepted a top international communication award in June. Congratulations to the team on this outstanding achievement.

We had an incredible number of employees celebrating their long service this month – 34 to be exact. To see this and other stories of dedicated service to the company, turn to Page 4.

Here is your chance to be 'One Team' and get your hands dirty with the Show of Hands volunteer day, which is in line with the annual Mandela Day where we are all urged to dedicate at least one hour to helping those

less fortunate. To join in on this special day, turn to Page 5.

The centrespread features our mach18. FACTORY theme of Productivity and highlights the innovative projects and initiatives that aim to reduce the factory cost per vehicle by 20% by 2018.

The new Volkswagen Polo (known internally as the Polo GP) was launched to the media in June. For a visual display of all the beautifully executed interior and exterior upgrades, see below.

The PeoplePavilion officially opened its doors at the beginning of June last year. Its one year anniversary has been celebrated with month-long lucky draws and the Fathers' Day and Youth Day event. For all the pictures, turn to Page 11.

We also take our hats off to the brave employees who recently completed the 89km Comrades Marathon. For more on VWSA Sports Stars, turn to the back page.

*Lindi & Siya*

## *It's not just a Polo – See the changes for yourself!*

**T**he new Volkswagen Polo is here. Besides the striking new colours, there is a whole lot more to the new Polo than meets the eye.

### Front bumper and grille

The striking bumper and the newly designed headlights give the new Polo an even sportier, more dynamic character. The ventilation and radiator grills have also been re-designed and create a high-quality ambience with their chrome applications.



### Rear

The rear bumper area emphasises the car's width by new styling cues, including a cleaner horizontal layout and a wider cut-out for the licence plate.



### Interior

Many new ergonomic and visual improvements have been made inside the latest Polo. Aside from the new three-spoke steering wheel, the new instrument cluster in 3-D "tubes" look catches the eye immediately.

The new radio system is located on the next control level of the centre console and is ideally positioned in the field of view.

The quality and workmanship of the materials in the interior of the new Polo are excellent for this class of vehicle. There are numerous decorative elements, new upholsteries and colours with modified control and trim elements.



### Engine

The selection of engines includes something for everyone whether economical, innovative or sporty. It comes equipped with a TSI engine.

In terms of safety, the new Polo features four airbags, crash optimised front head restraints, pre-tensional seatbelts with belt force limiters (front), seatbelt warning indicator (front), 3 read head restraints, passenger airbag de-activation with drivers key and safe crumple zone technology.





# Volkswagen wins International Communication Award

■ BY LINDI HILLAR

Volkswagen Group South Africa accepted the \*International Association of Business Communicator's (IABC) highest award for Internal Communication Research in Toronto, Canada on 9 June 2014.

VWSA's Communication Division received the prestigious IABC Gold Quill Award of Excellence and also walked away with the 'Best of the Best' Award in their category of Internal Communication Research for their project on Research for Improved Shop Floor Communication.

The Gold Quill Award programme received 875 entries in 2014 from around the world. Of those, 108 entries achieved an Award of Excellence while 173 were named Merit Award winners.

Of the 109 entries which achieved an Award of Excellence, 13 were from South Africa.

"To win a Gold Quill Award of Excellence is a major achievement. The process is

rigorous and the standard is extremely high. Each entry is evaluated by two evaluators, who consolidate their scores and submit a final score to the IABC in San Francisco," explains Dr Amanda Hamilton-Attwell, IABC 2014 Gold Quill Chair.

To be nominated as the Best of the Best in a category is even a bigger achievement.

"VWSA can regard themselves as providing the global benchmark for Communication Research with this project," concludes Dr Hamilton-Attwell.

This is the first time that VWSA has entered and won a Gold Quill Award. The only programme of its kind that recognises the strength of research-based, strategy-driven work on an international scale.

"The award is testament to how passionate we are about improving the internal communication between leadership and shop floor levels," commented David Powels, VWSA managing director.



Communications Manager, Nicholas Batten with Margaret Loughead (Internal Communications Officer) showing off the two awards received – the Gold Quill Award of Excellence and the 'Best of the Best' Award in the Internal Communication Research category.

"Volkswagen is extremely proud of this accolade and will endeavour to continually improve in the sphere of internal communication with innovative and exciting initiatives focused on enhancing our employees' experience in the workplace."

\*The International Association of Business Communicators (IABC) is a global network of communication professionals committed to improving organisational effectiveness through strategic communications. Established in 1970, IABC serves more than 14,000 members in 70 countries. ■

## Kosie's 'ding-ing' achievement

The work of a "dingman" is a highly specialised and sought-after skill. Body Shop's Kosie October can now proudly say that he has qualified as one, joining only two other colleagues with the same qualification in the entire Body Shop.

The art of a dingman's work lies in the fact that he can fix dents without breaking the paint on the car – he also works on

electro-coat bodies and repairs fully-assembled vehicles.

Kosie, who has been with the company for 26 years, thanked his Division Head Bernd Schaberg and his colleagues for pushing him to receive this qualification.

Congratulations, Kosie, on your remarkable achievement! ■



Congratulating Kosie October on his achievement are Shanaaz Pandey (Manager: Body Shop) and Lionel Yon (Supervisor)

## Your Opinion Counted!

Well done to all VWSA employees who participated in the 2014 survey which took place in June. Thank you for sharing your views on how to make VWSA a great place to work. Below are the students from Nelson Mandela Metropolitan

University who together with Leadership Academy Staff assisted production employees with the manual process of collecting and capturing the responses of all hourly rated staff. Results will be shared with all employees soon. ■



The Students that were in plant from 2 – 20 June assisting production colleagues with the Stimmungsbarometer

## VWSA welcomes new Production Director

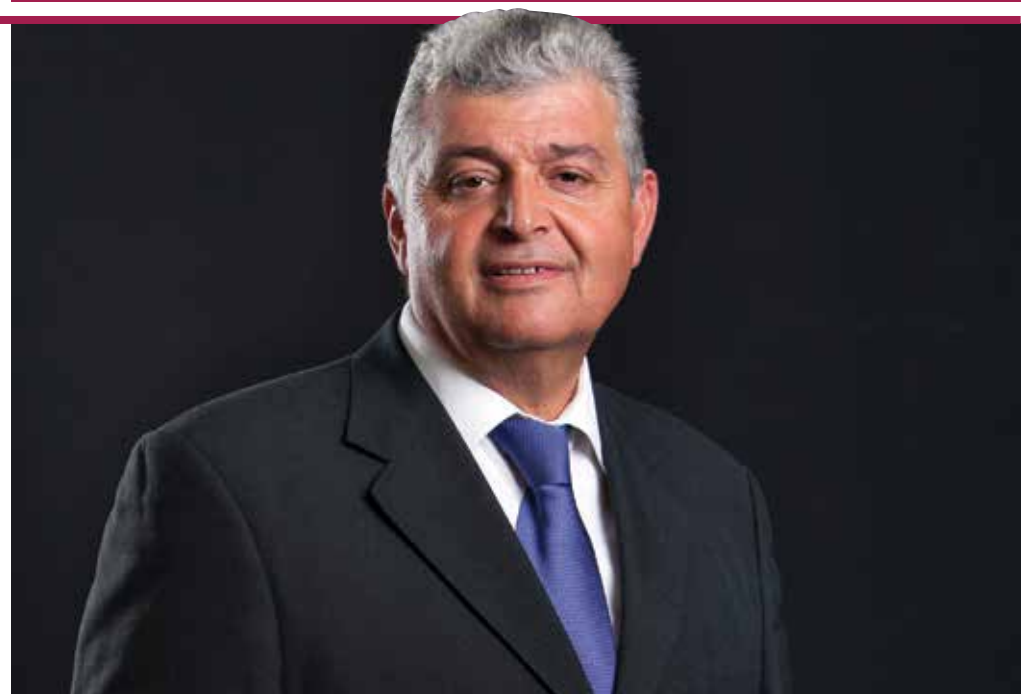
Senior management at the VWSA Uitenhage plant has undergone some changes, with production manager Tom du Plessis leaving for China to head production at Volkswagen Shanghai. He is replaced by Antonio Pinto, of Volkswagen de Mexico in Puebla.

Antonio first joined Volkswagen Group at Auto Europa in Portugal in 1994 as an electrical plant engineer. Within two years he joined the management ranks and held various senior management positions at Auto Europa until 2008, when he left the Group to pursue a career outside of the motor industry.

In 2012 Antonio rejoined Volkswagen Group to manage the body shop, paint shop and final assembly at Volkswagen de Mexico in Puebla.

"We are delighted that Tom's achievements in South Africa have been recognised by the Group and wish him well with this foreign assignment. At the same time we welcome Antonio to our Board of Management at Volkswagen Group South Africa," said David Powels, Managing Director of VWSA.

Both appointments became effective in May. ■





# Congratulations on your long service to the company

We applaud all the VWSA employees celebrating milestones with the company. Thank you for your dedicated and loyal service to Volkswagen. A special mention goes to three employees who reached their 40 year service with the company – congratulations to Bobby Pienaar, Andreas Pieper and Xolile Gomomo.

## 40 years

### Logistics



L - R: Antonio Pinto (Director: Production), **Bobby Pienaar (40 years)**, **Andreas Pieper (40 years)**, MD David Powels and Clyde Swartz (Division Head: Logistics)

### Press Shop



L - R: Hugh McAllister (Division Head: Press Shop), Antonio Pinto (Director: Production), **Xolile Gomomo (40 years)**, MD David Powels, Hendrik Schuin (Supervisor) and Yusuf Fataar (Manager: Press Shop)

### Body Shop



L - R: Mervyn Basson (Supervisor), **Sivuyile Dinge (10 years)**, **Lukhanyo Marenene (10 years)**, **Nokithula Ndzenza (10 years)**, **Monde Piliso (10 years)**, **Luvuyo Matomela (10 years)** and Gerald Mumble (Manager: Body Shop)



L - R: **Quinton Andrews (10 years)**, Gerald Mumble (Manager: Body Shop), **Vuyani Xipu (10 years)** and **Mzoxolo Talaba (10 years)**.



L - R: **Xolela Moni (10 years)**, Gerald Mumble (Manager: Body Shop) and **Leandrey Kirchner (10 years)**



L – R: Frans van Eyk (Supervisor), **Frans Sampson (10 years)** and Piet Hugo (Manager: Body Shop Maintenance).



L – R: Shanaaz Pandey (Manager: Body Shop), **Zola Kotani (10 years)**, **Phumzile Seeland (10 years)**, **Xolani Dindala (10 years)** and Lionel Yon (Supervisor)



L – R: **Luthando Sinyanza (10 years)**, Fezile Zweni (Supervisor), **Vuyo Kota (10 years)**, Shanaaz Pandey (Manager: Body Shop) and **Lwamkelo Ncana (10 years)**



L – R: **Ryno Claassen (10 years)**, **Zamikhaya Zena (10 years)**, Shanaaz Pandey (Manager: Body Shop) and **Xolani Sidlabani (10 years)**



L – R: Lionel Yon (Supervisor), **Dumile Albia (10 years)**, **Bongani Malunga (10 years)** and Shanaaz Pandey (Manager: Body Shop)

### Purchasing



L – R: Herwin Baumgartner (Division Head: Purchasing), Mansoer Agherdien (Supervisor: Purchasing Systems), **Johanna Smit (30 years)** and Charl Buys (Manager: New Projects).

### MPE



L - R: Nick Chapman (Manager: MPE), Craig Laing (Supervisor), **Anthony Harris (30 years)** and Rolf Brinkmann (Division Head: MPE)

### IS



**Nolan Felix celebrates 10 years** and is congratulated by Antonio Raposo (Division Head: IS)

### Engine Plant



Back row (L – R): Anton Bouwer (Supervisor), **Ntombekaya Melwa (10 years)**, **Zuko Mthethwa (10 years)**, Charles Bakker (Manager), **Patrick Festile (10 years)** and **Ian Jonkers (10 years)**  
Front row (L – R): **Thomas Griessel (10 years)** and **Siyabulela Mthembu (10 years)**



# Recycling...for an even better cause

During the months of May and June, VWSA employees were encouraged to donate their old telephone directories, plastic bottles, newspaper and magazines for a worthy recycling project in support of the SOS Children's Village.

The SOS Children's Village in Port Elizabeth is an integral part of the Northern Areas community and has been caring for vulnerable children for more than 22 years.

"Non-Governmental Organisations (NGO) like ours, are challenged to seek out opportunities towards self-sufficiency as business and government donors cannot always keep up with the demands made upon them," explains Mandy Spies, Fundraiser for SOS Children's Village.

To achieve self-sustainability, the SOS Children's Village embarked on a co-operative recycling project.

"For the past year, we have all gotten involved in recycling by separating household waste from the SOS Family houses into the appropriate containers situated in the village. These containers

are then collected by The Waste Trade Company and recycled," shared Mandy.

"The funds generated from this initiative, have allowed us to establish and maintain our own vegetable garden. We are always seeking ways to keep our costs down and if we can teach our children life skills and environmental awareness at the same time, all the better."

During the two month collection period, VWSA employees managed to collect 500kg of paper and 30kg of plastic bottles. All of this in aid of getting the SOS Children's Village closer to their ambitious goal – establishing a garden to feed the village children.

Other innovative recycling initiative run by the SOS Children's Village, is the PE Denim Drive, where people are encouraged to donate their unused denims. The donated denims are turned into handbags and other pretty and practical items by women living in informal settlements. This project has helped them generate an income and enabled them to break the cycle of poverty and care for their own children.

"Volkswagen has been with us every step of our journey as a loyal funder and partner

in the care of orphaned and abandoned children since the corner stone was laid in 1989," commented Mandy.

For more information on these recycling projects or if you want to assist the SOS Children's Village in any way, please contact our VW Community Trust offices on (041) 994 4399. ■



One of the SOS Moms collecting the vegetables from the garden.



Some of the SOS Children's Village children



Examples of the denim bags made through the PE Denim Drive.

# Jetting off to Brazil

■ BY SIYANGA MADIKIZELA

The Soccer Fun Bus initiative, which is sponsored by VWSA, has made it possible for eight youths to jet off to Brazil for the 2014 Street Football World Cup.

The eight youths are the only team from South Africa and join 24 other teams from countries like Brazil, Argentina, USA, Germany, France, Ghana and the Philippines in a battle to crown the street football champions.

The learners, who are all from the Nelson Mandela Bay, were selected based on sporting ability, determination and their general character and attitude and are between 15 and 18 years of age.

The learners have just under a month to go before the tournament kicks off on 5 July and I caught up with them hard-at work in preparation for the overseas tour.

"I have been playing soccer since I was six years old - I used to play on the dirt road with my friends. I also played at school and then I joined local clubs to improve my soccer skills. I am very passionate about sport but I would have never imagined that I will be going to Brazil," says 17-year old centre midfielder Cody Leibrandt.

15-year old Asisipho Mangaliso shared her excitement. "I only started playing soccer a few weeks ago because I actually never thought I could ever play soccer, but I must admit I am enjoying it. I cannot wait to play in Brazil and I am thrilled that I will be going out of South Africa – this is really the biggest thing to ever happen in my life."

This once-in-a-lifetime opportunity was made possible through the Soccer Fun Bus programme which is run by United Through Sport, a non-governmental organisation here in the metro.

VWSA sponsor six spacious 23-seater Volkswagen Crafter buses which stop at



Soccer stars (L - R): Sibulele Mangaliso, Eleazar Ketteldas, Lorenda Fezile, Lindiwe Cezula, Kaylin Fourie, Asisipho Mangaliso, Cody Leibrandt and Athapelele Ngwendu.

schools and community meetings offering play activities and sports coaching for young people – reaching between 3 000 to 4 000 children per week.

The children are also educated on how to handle difficult personal situations and are provided with information on HIV/AIDS and are encouraged to for voluntary counselling and testing. ■

# CALLING FOR VOLUNTEERS

**16 000 schools in South Africa don't have libraries.**

To celebrate the 2014 Nelson Mandela International Day, we have selected two schools in Alexandra and Uitenhage to each receive a container library.

**Join us as we paint the library, layout the garden, plant trees, lay the lawn, clean and do some general repairs and pack the books.**

**12 JULY 2014**

**Where : Skeen Primary School, Tsutsumani Alexandra Township, Gauteng**

**Time : 08:30 - 13:00**

**RSVP : by 26 June 2014**

Send confirmation and number of people to Nobuntu Lange (lange01@vwsa.co.za)

**19 JULY 2014**

**Where : Alfonso Arries Primary School, Greenfields, Port Elizabeth**

**Time : 08:30 - 13:00**

**RSVP : by 11 July 2014**

Send confirmation and number of people to Megan Rudlin (rudli03@vwsa.co.za) or drop in the boxes provided.

**VOLKSWAGEN**  
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for good



# Innovation sparks productivity



■ BY LAUREN JONAS

An innovative low-cost, real-time feedback solution was recently installed at VWSA's Paint Shop. The Quality Feedback System (QFS), is first of its kind in the company and was initiated by a VWSA employee.

Before the live feedback system was introduced, the operators were responsible for detecting faults on the body of the vehicles when they arrived in Paint Shop. Operators would manually collect data of the faults and record them on a hard copy format for discussion at the end of the shift.

"The challenge with the old system was the manual calculations and summaries had to be done first, which delayed the process of correcting repeated defects timeously," shared Michael Muller, Paint Shop's QFS project team member.

A project team from Paint Shop, Body Shop and Information Services put their heads together to work on a concept that would speed up the feedback process between Body Shop and Paint Shop.

"The purpose of the team was to find a solution to speed up reactions to faults, that would enable immediate corrective action and ultimately reduce the number of repeated faults," explained Michael.

After about six months of brainstorming, testing and developing, the QFS system was implemented on the production floor.



Paint Shop's Michael Muller and Body Shop's Willie Baartman discussing faults detected on QFS.

When a fault is detected in Paint Shop, the Dingman loads the fault onto the online computer system. The fault is then displayed on a large screen in the work station where the fault originated. The operator at the station is now immediately aware of the fault created and has the opportunity to take corrective action.

The system, which allows for immediate fault communication between Paint Shop and Body Shop, has reduced the possibility of repeat faults and has eliminated the need for time consuming manual processes.

"QFS is user friendly and has reduced the amount of time we previously spent in-putting data on the old hard copy system," said Bathembu Simani, Paint Shop Group Leader.

"The system is really useful as it assists us by easily identifying the defects on the cars", shared Morne Bosch, Body Shop Group Leader.

This innovative live feedback system, which is currently installed in Body Shop and Paint Shop, is a process system that the team would like to see being rolled out in other production areas.

The QFS project team won the Silver Award under the Business Science and Technology category in Eight to Great Recognition Awards, which took place earlier this year. ■



The new QFS System

# Body Shop productivity yields significant results



■ BY SIYANGA MADIKIZELA

An inter-departmental team has been hard at work introducing improvements that have increased productivity in the Body Shop.

The team optimised bottlenecks in Station 12 on the 240 line by improving processes and methods in that area.

A bottleneck is a restriction within the line that limits output. In Body Shop station 12 there was a point of congestion in the mainline where units arrived at a station quicker than the station could handle. What this basically means is that the robots in that station were holding up the line capacity.

The team had to identify and resolve bottleneck stations and also optimise the robot process.

This started with Industrial Engineering taking videos and recording the amount of time it took the robots to complete a cycle which then enabled them to figure out which of the robots could be given more work and which ones could not.

After these robots were identified, the Maintenance team handled the optimisation of the robots. This involved changing the



The team involved with implementing the changes in Body Shop  
L – R: David Arnolds (Body Shop Maintenance), Montle Matjila (Industrial Engineering), Mario de Freay (Body Shop Maintenance), Carl Miller (Supervisor: Body Shop Process Engineering) and Loveness Zinyana (Supervisor: Industrial Engineering).

sequence of the robots, allocating spots and optimising robot movements.

Now instead of the robot only moving and working once the car has dropped into the station, it begins its preparation while the car

is transferring into the station. By doing this idle time is reduced.

These changes to the line process have reduced the cycle time to 4 minutes 20 seconds down from 5 minutes 3 seconds. This resulted in a 15% reduction in cycle

time which in turn increased output by 58 units per day. This means the line is now able to produce more with less.

The productivity action area of mach18. FACTORY aims to reduce the factory cost per vehicle by 20% and such projects like these assist VWSA in reaching these targets by 2018. ■



# Thinking out-of-the-box improves productivity

■ BY LINDI HILLIAR

The introduction of the VW Group's new LPK (Logistik Prozess Klausur) concept aims to meet the mach18.FACTORY Productivity targets of reducing the factory cost per vehicle by 20% over the next 4 years.

The LPK is a process assessment for logistics and was initiated to counter the rising logistical costs. It takes the form of a workshop forum aimed at brainstorming and developing cost-saving ideas.

The pilot was launched in December 2012 at the Pamplona plant in Spain, after which VWSA was chosen as the only other plant to trial the Group's new concept in March 2013.

The VWSA LPK Team was made up of participants from Logistics, Finance, Volkswagen Transport and Marketing, with each division contributing equally in the successful outcome of the workshop.

The VWSA LKP Team has since embraced the concept and pushed it even further by creating a new VWSA forum - the FLK (Forum Logistik Kosten) - which is a working forum focusing on reducing costs in all elements of the Logistics supply chain.

The Group LPK strategy is based on logistics cost reduction of pre and post launch of new models and dictates the parameters of assessment that need to be conducted. The purpose is to identify cost saving initiatives relating specifically to the production of a new model.

The VWSA FLK team has adopted this concept for on-going projects, thereby

continually improving the cost saving on current running models.

"We have taken the Group's concept and used it to our advantage. We have set monthly meetings as well as ad hoc meetings within our three logistic focus areas – Inbound, In-House and Outbound – to brainstorm ideas of cost saving initiatives," explained Ganasen Williams, Logistics.

Every month, a steering committee chaired by the Logistics Division Head is held to track progress as well as identify struggle points.

The introduction of the FLK has facilitated better communication and co-operation between the cross divisional departments as well as allowing the sharing of ideas and solutions.

One of the main focuses for the FLK Outbound team was to achieve efficient and more cost effective transport of Fully Built Units (FBUs) from the plant's export yard to the Nelson Mandela Bay Port for export.

"By working together in the FLK, the Outbound Team managed to come up with solutions and processes, that not only improved the efficiency of the operation but also reduced the cost per vehicle by about 20%," commented Selwyn Naidoo, who champions the Outbound team.

Another cost saving initiative from the FLK In-house team involved the reduction in rental packaging costs.

"When parts are received from a supplier, there is a daily cost involved for the rental of the parts packaging. The previous average for package rental was 10 days but through



The FLK Champions (L – R): Ian Curtain (Logistics), Selwyn Naidoo (VW Transport) and Ganasen Williams (Logistics)

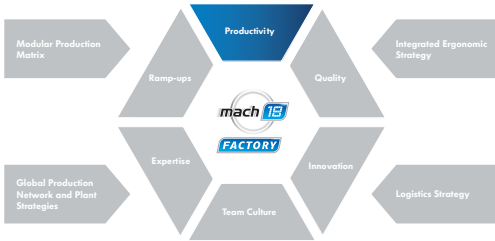
the team implementing necessary ordering and stock control procedures, this has been reduced to just seven days," explained In-House Team Champion, Ian Curtain.

"This reduction has resulted in a total saving to the company of R2 506 563 per annum," commented Ian.

The aim to optimise the CKD packaging was one of the main objectives of the FLK Inbound team, which is headed by Ganasen Williams.

"After investigation, the team identified 334 parts that could be packaged more effectively, hence utilising all the available space in the boxes. Through this simple initiative, we have managed to create a saving of R238 per vehicle produced," stated Ganasen.

The FLK is an ongoing cross-divisional team effort that aims to constantly question the status quo in order to reduce VWSA's production cost per vehicle by 2018. ■



# A small step for Engine Plant, a big step towards Productivity

■ BY LAUREN JONAS

Improved productivity is enhancing the Engine Plant's operators' working experience as they reap the benefits of ergonomic improvements.

Stemming from Cascades Workshops held earlier this year, the Engine Plant operators' working conditions have significantly improved for the better. This year alone, over 15 work content changes have been implemented on the EA111 line.

Minor tweaks to several work stations have improved operators' safety, workstation functionality and overall productivity in the area. More importantly, our fellow colleagues in Engine Plant are benefiting from simple changes made in their work stations.

"The changes at my work station have reduced my up and down movements," said Engine Plant's Zimasa Gela.

Some improvements include the introduction of a sprocket bin, suspended battery gun, rebalancing smart tools and ergonomic rubber mat.

The workshop teams, which focus on environmental impacts on the Rumpf area, has also improved the process of decanting lubricant from container to facility by eliminating spillage while decanting. This process has been improved by supplying the correct lubricant pump for Molycote when refills are required.

The workstation upgrades and process improvements over the entire EA111 line ensures a stable production process that supports standardised work.

On-going process improvements have in-turn equipped operators to identify waste and process non-conformances in their workplace areas by highlighting these problems to management. By using the Problem Solving Team (PST) model, the operators are taking ownership of the process and resolving their own problems.

The roll out of these ergonomic enhancements were a result of a joint effort between operators and engineers.

Better working conditions have a direct effect on employees' productivity which supports the mach18.FACTORY Productivity key action area. ■



Engine Plant's Zimasa Gela enjoying the benefits of productivity improvements at his work station.





# Volkswagen's best performing dealers announced



VWSA MD, David Powels and Petra Hoffmann (Sales and Marketing Director) present Dealer of the Year award to Ebrahim Docrat (left) and Dealer Group of the Year award to Kevin Gillmer from Unitrans (right).

**E**rmelo Volkswagen was named as the best dealership in the Volkswagen South Africa dealership network in 2013 at the annual gala dinner held in Johannesburg recently. The annual awards ceremony honours best performers in the different categories in the Volkswagen dealer network.

In his address to the dealers, David Powels, managing director of VWSA said: "Our economy and car market are on the cyclical downturn which requires us to be sharper, quicker and more responsive than our competitors. The cyclical downturn gives us

the opportunity to increase our focus on the other parts of our business such as pre-owned sales and after sales."

Powels added: "As Volkswagen, we are not immune to the current state of the economy but we are confident that we can pull through it because of the strength of our brand, our broad product range and improved customer delight initiatives."

During the year, Volkswagen sets its 105 dealerships targets, depending on the size and sales volume; in new car sales, Mastercars sales, new parts sales, Customer Satisfaction

Index (CSI) performance in service and sales and Volkswagen Financial Services.

Other than excelling in all major business disciplines, the "Dealer of the Year" must also be profitable. The 11 best performing dealerships are invited into the "Club of Excellence", where the overall best performer is awarded with the "Dealer of the Year" Status.

Ebrahim Docrat, dealer principal at Ermelo Volkswagen was elated with the award.

"The award is the recognition of our team's hard work, commitment to excellence in

delighting our customers and our dedication to the Volkswagen brand. For the past two years, we have put our minds and hearts towards this achievement."

Ermelo Volkswagen employs 35 people and is the first Category C dealership to win the Volkswagen Dealer of the Year award.

The Volkswagen Commercial Vehicles Dealer of the Year award went to McCarthy Witbank Commercial Vehicles.

The award for the Dealer Group of the Year was presented to Unitrans. ■

**Discounts for YOU!**

All the VW dealers in the \*Eastern Cape are offering VWSA employees the following discounts:

- 20% discount on selective parts
- 20% discount on labour

To qualify for this discount, simply present your VW ID card

Collection and delivery services can be arranged when making a booking for a

vehicle to be serviced (Nelson Mandela Bay area only). Bookings are essential.

\*VW Market Square Uitenhage, VW Market Square Grahamstown and Dirk Ellis Volkswagen

## A world of individual ideas Audi exclusive



One of the over 170 exclusive shades

**A**udi South Africa is proud to announce the launch of Audi exclusive – a customised choice of pre-configured packages to individualise your vehicle in any way possible. Audi exclusive provides customers with levels of customisation unmatched in the local premium vehicle market.

quattro GmbH, which was established in 1983 as a subsidiary of AUDI AG, is responsible for the marketing of accessories and vehicle individualisation.

For customers who want to express their own particular individuality, quattro GmbH offers an exceptionally multi-faceted range of choices. Be it paintwork, leather or trim; bodywork, wheels or interior – when it comes to the individualization of cars, Audi exclusive offers the greatest selection in the competitive field.

For the exterior, Audi exclusive offers a choice of over 170 exclusive shades, including matte finishes. All Audi paints are water based and contain no harsh chemicals, making them environmentally-responsible options. Customers can also get their very own colour that isn't part of the

170 shades specially mixed for them, as long as Audi can produce it according to its strict quality, safety and sustainability guidelines.

These also include the Offroad packages for the Audi Q3 and Q5. Customers can express their own particular individuality by ordering exterior paintwork in a colour entirely of their choosing that is then mixed specifically for them. The range of alloy wheels – one of quattro GmbH's best sellers – is growing continually and extends all the way to 21-inch wheels for selected models.

The interior programme consists of 16 interior colours, two leather qualities and nine carpet tones. Almost every one of the seats can be individually configured and accentuated with contrasting stitching. quattro GmbH offers exclusive trim elements to match the choice of leather colour - in piano lacquer, metal and fine wood veneer.

New to the range is the Beaufort aluminium / wood trim, which combines black wood with aluminium to create a highly exclusive interior look-and-feel. Features available for the A8 flagship include a cooler-box, folding

tray table and gimbal-mounted reading lights in the rear.

The range of leather on offer from Audi exclusive is virtually boundless in its choice. Every single piece of leather possesses highly emotional qualities and every seat cover is crafted with maximum precision. Audi exclusive extends across all model ranges from the Audi A1 to the R8. It includes the following pre-developed starter packages:

### Audi exclusive Black

Focusing on exterior enhancements only, Audi has designed this package to make Audi exclusive as accessible as possible. As the most cost-effective option, it includes the 'Black' styling package with items such as a black grille, black high-gloss window surrounds and a choice of alloy wheels. These items are only available on the Audi A1, A3, A4, A5 and Q5 models.

### Audi exclusive Line

Taking it up a notch, the mid-level offer for Audi exclusive offers interior enhancements with special leather upholstery in a choice

of colours. Contrast seams and stitching, as well as door sill trims with the Audi exclusive logo are also part of the package. It's only available on the Audi A4, A5 and Q5 models.

### Audi exclusive Open

Audi has even put together a package especially for the cabriolet versions of the Audi A5, S5, RS 5 and R8 Spyder. 'Open' gives customers unrestricted colour choice for the vehicle's interior. Audi will apply the selected shades to set sections of the front and rear seats in fine leather to create a unique look.

### Audi exclusive Bespoke

'Bespoke' gives customers free reign with a nearly limitless palette of colours and designs, including the choice of Fine Nappa or Valcona leather. What's more, Audi exclusive door panel badges are included, as well as exclusive seatbelts, carpets, controls, inlays and roof lining. This exclusive offer is only available for the Audi A6, S6, A7, S7, A8, S8, RS and R models.

Audi exclusive can be ordered at any Audi Dealer in South Africa. ■



Bespoke range of choice



Handcrafted stitching



Unique interior combinations



The various seats on options



# Milestone as Volkswagen produces its 2 millionth engine



Production and Engine Plant employees celebrating the production of the two-millionth engine and the 500 000th EA111 engine with VWSA MD, David Powels (left of 500 000th engine) and Head of Engine Plant, Richard Reid (behind 500 000th engine).

■ BY LINDI HILLIAR

Volkswagen Group South Africa is celebrating a major milestone after the two-millionth engine rolled off its production line.

VWSA's 500 000th EA111 engine rolled off the Engine Plant production line on Friday, 30 May, marking the two-millionth engine produced.

Locally, the engine is used in the South African top selling Vivo Polo and Polo which are produced at the Volkswagen manufacturing plant in Uitenhage.

The start of the EA111 engine production began in 2010 with the Engine Plant producing 89 000 engines. Since then, there has been a steady growth in production

volumes with this year's production set to reach the 175 000 mark.

"Of the 175 000 engines being produced this year, 77% is targeted for export to international markets," said VWSA Engine Plant head, Richard Reid.

Volkswagen's international customers include manufacturing factories in China, India, Malaysia, Taiwan and Mexico.

"Last year in September we introduced a fourth shift in Engine Plant which increased the production capacity from 147 000 to 175 000 engines. The bolstering of production was due to the high demand from the Chinese market," explained Richard.

Over the years, new technology on the production line has been introduced to

handle the increased growth in production. One of the new technologies is the state-of-the-art testing facility, which ensures that each engine is 100% proof-tested before it leaves the line.

The proof-testing process includes leak, cold and electro-check testing. The cold test involves a dynamic assessment that turns the engine at 2000 rpm, conducting a vast array of measurements ensuring that strict quality requirements are maintained.

This technology replaced the former "hot testing" procedure, which involved every engine being taken off the line to separate testing facilities. The hot test process was time consuming as it took nearly 15 minutes to test each engine. It was also costly as it involved testing the running of the engine with fuel and water.

Another development has been the introduction of interactive technology on the line. The hi-tech interactive machinery assists the operators by guiding them with instructions via a screen which is connected to the electronic bolting equipment. The assembly line, coupled with the latest technology block machining centres and highly trained employees, ensures that the highest quality standards are maintained.

"All these improvements in Engine Plant have enabled us to produce an engine every two minutes. The introduction of the new technology and enhancement of our production processes has ensured that we are continually improving our products for both the local and international markets," said David Powels, VWSA Managing Director. ■

## Celebrating Engine Plant's success

The 2 millionth and 500 000 EA111 milestones could not have been possible without the employees in Engine Plant. Here is what some of them had to say about this incredible achievement and how they feel about it.



**Marius Muller – Manager:**

"I am very proud of the Engine Plant's success. When we started exporting engines, this exposed us to the bigger picture and made us feel part of the Volkswagen Group. Our approach to technology, training, cost-competitiveness and maintenance had to change in order for



**Grant Groenewald – Group Leader:**

"To have built a total of 2 million engines is a great achievement and builds pride for us at the Engine Plant. I am happy to say that I was a part of that success."



**Hayden Jacobs - Acting Supervisor:**

"The highlight for me was moving from the old line where we only

manufactured less than 50 blocks per shift and moving to the new technology that enabled us to achieve up to 236 blocks per shift. I am also proud that although VWSA's Engine Plant is the smallest block line in the Volkswagen Group, we are the best in the Group."



**Bulelani Ntshintshi – Operator:**

"Being part of this achievement has left me with a feeling of pride – I am proud that we reached this many engines and also proud that we are the number 1 block line in the Volkswagen Group."



**Gert Billet – Supervisor:**

"I have been working at the Engine Plant for 10 years and when we first started with EA111, it looked as if we could not do it as this was something new for most of us. The highlight of working on this line for me is that there is now more process security, less manual interference from operators and it is now easier to identify non-conformities with regards to parts and tooling."

## Focussing on innovation at MD's Lunch



At the end of May, MD David Powels sat down for lunch with production staff colleagues who have been involved with innovation projects in the

company. This lunch forms part of the Communications Division monthly focus on mach18.FACTORY strategy key pillars – May was focused on the Innovation pillar. ■



VWSA's Innovators (L - R): Umesh Jeena (Industrial Engineering), MD David Powels, Morné Greybe (Paint Shop), Abdul Goosein (Body Shop), Chris Hartman (MPE), Mario de Freary (Body Shop), Brent de la Harpe (Body Shop) and Adriaan van Rensburg (Paint Shop)



# VWSA Think Blue. Factory team tackle Water Conference



In May this year, the Water Institute of South Africa (WISA) hosted a week-long conference on Water Innovations in Nelspruit, Mpumalanga.

The biennial conference was attended by over 2 100 delegates from a wide spectrum of parties, including Government, Municipal, Environmental Agencies, Service Providers and Private Sector, all of whom have a role to play in the water sector.

As patron member of WISA, VWSA were invited to both exhibit and present the company's environmental Think Blue. Factory strategy. This strategy is a holistic concept aimed at ensuring that the Volkswagen Group is number one in the automotive industry by 2018, both economically and ecologically.

The Think Blue. Factory team consisted of Nico Serfontein (Division Head: Paint Shop), Fa-eez Karodia (Paint Shop), Maria Bekker (Paint Shop), Graham Binge (MPE) and Clarissa Morton (Paint Shop). This team designed and manned the Think Blue. Factory exhibit for the duration of the conference.

Nico was invited as a guest speaker of the conference and his presentation – “On the Road to Becoming the Ecological Number 1 in the Automotive Market” - was well received by the delegates as they gained insight on focus areas and projects that VWSA has undertaken.

The conference provided extensive networking opportunities with potential suppliers, consultants and water treatment service providers to further develop concepts that will enhance VWSA's internal water strategy.

Not only was VWSA the only automotive company present at the conference, but there was also a selection of Volkswagen BlueMotion and BlueLine vehicles on display to highlight the link between the product and the Think Blue theme.

“The Think Blue. Factory team was constantly approached by people who were quite surprised and curious of Volkswagen's presence at a water conference. It brought us great pleasure to explain how VWSA is involved in reducing the environmental impact of each vehicle produced through our Think Blue. Factory concept,” explained Nico. ■



The Think Blue. Factory team who represented VWSA at the conference were (L – R): Clarissa Morton (Paint Shop), Fa-eez Karodia (Paint Shop) and Graham Binge (MPE). Absent from the picture are: Nico Serfontein (Division Head: Paint Shop) and Maria Bekker (Paint Shop)

## Crucial training for QA auditors

Employees from the internal Process Auditing department have successfully completed a crucial training programme.

Glodina Gordon, Lee-Shane Friskin, Frederick Thessner and Brendon Wilson completed the VDA Module A + B II Process Auditor training in May.

The training is offered by Encona Pty Ltd, the official VDA QMC (German Automobile Industry Association Quality Management Centre) representative for the South African automotive market, providing world-class

automotive training which services 200 companies in 40 countries.

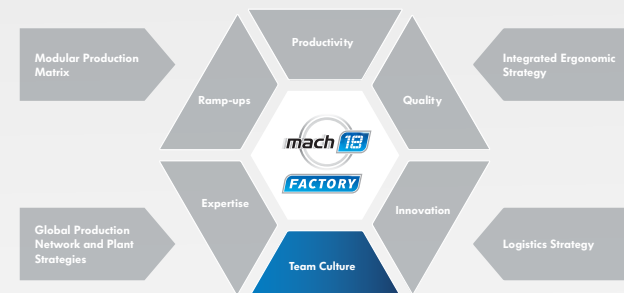
Successful completion enables participants to audit using the holistic process approach, applying ISO9001 and underlying ISO 16949 principles.

The internal process auditors received certificates of successful participation in the Volkswagen Group “Standard Comparison”, conducted by Christian Richter (VW Group Process Auditor for Body shop) and Thomas Schilling (VW Group Process Auditor for Assembly). ■



L - R: Brendon Wilson, Lee-Shane Friskin, Frederick Thessner and Glodina Gordon

## OneTeam Meeting extended to all production areas



Quality Assurance and Paint Shop are the latest production areas to hold OneTeam Meetings.

Created to improve communication among VWSA production employees, the groundbreaking OneTeam Meeting initiative has now been rolled out to all production areas after a successful pilot in Body Shop last year.

The purpose of the OneTeam Meeting is for managers and supervisors to

engage with their teams, share important information and ensure that there is an open communication flow between the shop floor and leadership.

The OneTeam Meeting takes place every two weeks, on the shop floor, for half an hour, following a standardised agenda.

This first-of-a-kind initiative falls under the Team Culture pillar of the mach18. FACTORY strategy and is part of the People Pillar in our Eight to Great strategy. ■



Quality Assurance and Paint Shop OneTeam Meetings



# Fathers' and Youth Day event

**V**W employees and their families joined in the fun and activities at the Fathers and Youth Day event, which took place on Saturday, 14 June at the PeoplePavilion.

The event saw fathers and children participating in a variety of sporting and interactive fun games as well as karaoke and dancing competitions.

On a more serious note, there were also informative talks on HIV / Aids and drug abuse by loveLife's Youth Centre manager, Themba Maseti. ■



## Another successful tournament in the bag



The younger division winners



The karate tournament in action

**T**he VWSA Karate Club, affiliated to Nelson Mandela Bay Karate, Eastern Cape Karate, Karate South Africa and World Karate Federation, hosted a Karate Tournament which was hailed as a success.

The tournament, which took place on 31 May 2014, was the most successful in recent years in the Nelson Mandela Metro. It was attended by clubs as far as East London, Port Alfred, Jeffreys Bay, Humansdorp, Uitenhage, Kirkwood, Port Elizabeth, Despatch, Kouga and Plettenberg Bay.

The VWSA Karate Club members managed to obtain second position in the overall

medal winners – winning 4 gold, 7 silver and 3 brown medals.

The tournament was well balanced in terms of attendance – even teams from the most disadvantaged clubs from Nelson Mandela Bay had the opportunity to compete with the best of the best.

“We as VWSA Karate Club would like to express our gratitude that we have a facility that can make sure that our karate is at the best level – with our aim being to produce world champions, world qualifying coaches and referee's within our company,” said Zanthus Lungisa (General Secretary of the VWSA Karate Club.) ■

## PeoplePavilion - closer than you think!

■ BY SIYANGA MADIKIZELA

**I**f you thought the PeoplePavilion was miles away then you thought wrong - did you know that the pavilion is literally a stone's throw away?

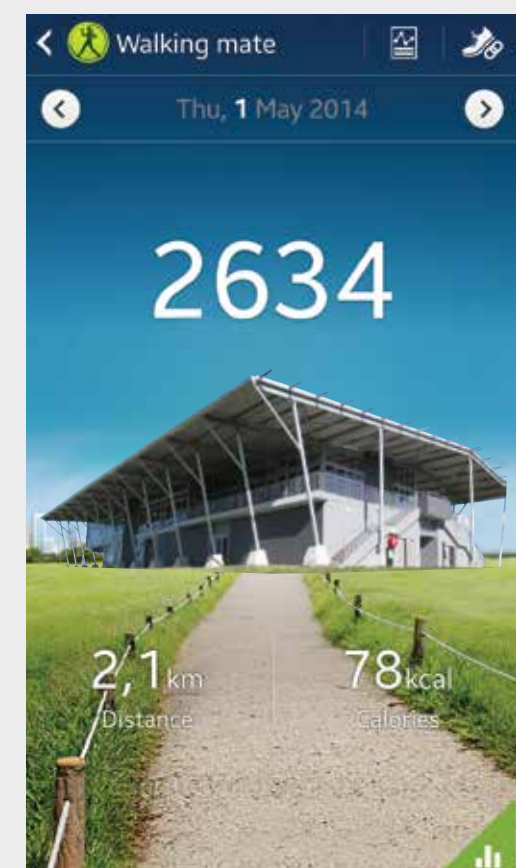
I decided to dispel the belief that the PeoplePavilion is too far, by walking there. Using the S\_Health App on my smartphone in order to accurately count the steps, I ventured to the pavilion from the Ped Gate.

After a short while, I was at the pavilion eager to see what the result would be. Interestingly I had asked some colleagues in the Communications Division how many steps they thought would take to get there and the guesses were around 4 230, 3 900 and 3 800 steps. The walk to the PeoplePavilion was only 2.1 kilometres long and a quick 2 634 steps (just to be accurate).

Not only is the distance from A-Plant reasonable, you can also get healthy in the process of getting there. There are a fair amount of walkers to the PeoplePavilion, but some colleagues take it a step further.

In preparation for the play-offs in the Nelson Mandela Bay Netball league, the VW Netball ladies have also started running to the PeoplePavilion - which is under 10 minutes in duration - 9 minutes, 28 seconds to be exact.

If you are looking for a new way to spice up your fitness regime, then consider walking or running to the pavilion as part of your warm-up routine. And if the distance ever keeps you from the PeoplePavilion, then remember... it is CLOSER than you think! ■





## Congratulations

Congratulations to Communication's Andile Dlamini and Body Shop's Moegamat Johnson who completed the 89th Comrades Marathon on 1 June 2014.

Have you ever wondered what an athlete goes through when doing the Comrades Marathon? Well, we have a story of first-hand experiences from our very own Vinesh Ramchander. ■



# Another year of Comrades. Another year of madness

■ BY VINESH RAMCHANDER

This is my story on this year's 89th Comrades marathon.

The race starts at 05:30 and it takes me 9 minutes to cross the start line, courtesy of being a slow runner and being at the back.

After 28 km, all is going according to plan and I see my family on the route and we have a quick chat – they waited here for three hours to see me for about 10 seconds.

Then the trouble starts. At 32 km (3 hours and 45 minutes into the race), my watch stops working. As any runner would know, if you cannot see your time splits per km, you have no way of knowing if you are running too fast or too slow. Guess you have to listen to your body from that point now on.

The bigger problem was that I couldn't time my 40 minute supplement intake intervals - if you eat when you feel hungry, then it is too late. If you eat too often, you can overload on sugar and strain the kidneys. Nevertheless I pushed on, telling myself to just run!

Then at 40 km, I got a cramp - the first one in three Comrades. I had to then walk for 10 km which takes 100 minutes as opposed to running it, which should be 65 minutes. So I was losing 3 minutes for every kilometre I walked.

At 56 km, I saw my brother who gives me a quick massage. I then realise that I had 33 km to do in four hours - it should've be doable, except that I had already run 56 km and was feeling hurt.

I tell my bother that I want to quit but he reminds me that the 'Ramchandars don't quit', so I continue running. While coming down Fields Hill, he is walking next to me encouraging me while I am jogging.

At the 68 km mark, I see my wife and daughter. I have 21 km and just over 2 hours and 30 minutes left. I experience pins and needles in my upper body – my hands as well as my face. I cannot feel my mouth.

I have lost all track of time so didn't drink my supplements at the scheduled 40 minute intervals.

I tell my daughter I want to stop but she reminds me that I have never quit anything in my life before and she walks behind me pushing me along. I am told to run and they will see me at the finish in Kingsmead.

I start running again. Running through Pinetown, I stop once because I can't see clearly – this was obviously low sugar levels, so I drink some coke and carry on.

At this point I start to see people falling off the race. Almost every 500m is an ambulance attending to the collapsed runners or encouraging the ones looking ready to stop.

Medics on the route also warn runners not to take pain tablets and they warn spectators not to give any if anyone asks as it can lead to kidney failure. I have my own but know not to take it, unless it is an emergency or if I can see the finish line.

I carry on running. One man is walking back towards Pietermaritzburg to go find his family. We try and tell him he is going the wrong way but he doesn't listen. We can still make it – probably each one trying to encourage the other. Deep down there is doubt.

My feet are hurting from what I think must be stones in my shoes. I get past Cowies Hill and 45th cutting.

A spectator shouts out "Come on, you can do it. You are looking good, don't give up!"



An emotional runner shouts back at the spectator in an irate voice "Have you done this before". Obviously he is suffering from mixed emotions.

I need to be at Mayville cut off by 16:50. Someone tells me that I have 10 minutes to run 2 km to make the cut off. I try to run, but there is nothing left in the legs. I get to Mayville at 16:55, five minutes too late.

I stop and look back at other hundreds of other runners who also missed the cut off. This is done for your own good as at this point you are only doing harm to yourself. Some grown men are crying at not making it past the cut-off point.

I smile, whilst my brother encourages me. My wife and daughter are crying, worrying how I am feeling. A few speak to me who have never completed the race and say to me "At least you have one medal". "I have failed again", they tell me. I try to console them while I myself am devastated.

I take off my shoes and what I thought were stones, were in fact blisters. One blister

under each big toe - the left toe has a blister that goes all the way over the toe nail. Both big toe nails are lifted – so will fall off in time - this happens often on the down run. The friction between my legs caused bruising and bleeding in my groin area.

When I inspect my running belt, I see that I forgot to take half my supplements. How hard could it have been to remember to take one sachet every hour. Even without a watch, I could have asked spectators the time. Sounds simple enough now but why didn't I think of it during the race.

Now I am home and managing to walk again and it is time for self- reflection. When I decided to run Comrades, I just wanted one medal and I have that. Must I go back and try for more?

If I don't run again, what will I do Mondays to Thursdays from 05:00 to 07:00, or on a Sundays from 06:00 to 10:00?

The only problem is that you want to stop on a high, so what happens next year...we shall wait and see. ■

## Volkswagen Junior World Masters the best yet

The 2014 Volkswagen Junior World Masters was hosted in Rome, Italy, in May and saw 23 of the world's best U13 soccer teams compete for the honour of being named 2014 Volkswagen Junior World Masters champions.

The tournament was a landmark one for Volkswagen Group South Africa as two teams represented our Dealer Network on the world stage. Zimmermann Garage (Namibia) and McCarthy Volkswagen Constantia (South Africa) had the opportunity to represent the respective countries in a "mini World Cup".

This was the first year that Namibia participated in the tournament and they certainly made it count by winning their opening match against Saudi Arabia 2-0. They held their own against formidable opponents, including Italy and Germany, ultimately finishing 4th in their group.

South Africa had less luck in the group stages, finishing bottom of their group,

but it was not without great skill and enthusiasm being displayed on the field against some tough opposition.

Both South Africa and Namibia received excellent support both in Rome and on social media networks. A big thank you goes out to all those who sent words of encouragement to the teams.

The tournament culminated in the nail-biting final which saw Switzerland defeat Turkey on penalties at the Stadio Olimpico. A great deal of thanks goes out to all Dealer Principals and Dealer Groups who supported the Volkswagen South Africa Junior Masters tournament.

A special thank you goes to Norbert Zimmermann (Zimmermann Garage) and Xolani Mkhwanazi (McCarthy Volkswagen Constantia), who provided a great support structure for their teams before and during the tournament.

The tournament was not only about the competition, but also about all the



experiences that participants had off the field. Players, coaches and parents had the amazing opportunity to watch professional Serie A League football games between A.S. Roma vs. Juventus.

This 2014 Volkswagen Junior World Masters in Rome was undoubtedly the best yet. We look forward to making new memories in 2016. ■