



Changing lives and boosting  
economic development through  
clothing manufacturing

FP&M SETA Newsletter September 2021



## Growth Of Clothing Manufacturing Sector Has Bearing On Economic Growth

The label “Made in SA” is something to be proud of. I often marvel at how our country has developed a competitive clothing manufacturing sector which is capable of producing quality products at such a high standard, in local factories and most importantly, with local labour.

Now more than ever before, we need to support proudly South African businesses to help them keep their doors open and people employed.

With and more than 6 200 employers and the highest value for imports, the clothing sub-sector has experienced a rise in the manufacturing of personal protective equipment (PPE) to help curb the coronavirus pandemic.

In the 2020 FP&M SETA Employer Survey, 62.9% of employers reported that they have re-directed the focus of their companies to manufacture PPEs in response to the pandemic.

Indeed, the clothing industry is making a significant contribution to our nation’s economy and to national foreign exchange earnings. Therefore, growth and development of this industry through skills development has a significant bearing on the overall development of the economy.

It has been noted that even with the high level of mechanisation, the chances of machines completely replacing humans are minimum in this labour intensive sector due to essential skill requirements. It provides employment opportunity to the rural and semi-rural parts of our country where the rates of unemployment are most glaring.

As an important agent central to skills development in the sector, the FP&M SETA understands that any chronic shortage of high-end skills in the sector limits opportunities for growth and employment creation. That is why we support the R-CTFL Masterplan to play a significant role in supporting the clothing sector through a series of sector-wide programme interventions to speed up growth and transform the economy to create decent work and sustainable livelihoods.

We at the FP&M SETA are proud to be a skills development authority in the clothing sector. As one of the most competitive sectors, it provides employment to hundreds of people in our country, mainly women from poor communities.

As part of our Skills Plan, we know that the economic successes of countries such as Japan, Singapore, Taiwan, China and India were largely initiated by their clothing and textiles sectors. Therefore our country has the opportunity to invigorate the sector in its quest to create decent and quality jobs and grow the economy and through skills training, we enhance the abilities of manufacturers to achieve greater domestic market share by improving quality, prices and speed to market.

That is why this edition of our newsletter explores and profiles how the clothing sector plays a central role in economic development and in turn requires the training and development of manufacturing professionals.

Happy reading!

Felleng Yende  
CEO, FP&M SETA

# Growing The Retail, Clothing, Textile, Footwear & Leather (R-CTFL) Sector To Create Employment And Socio-Economic Development

The FP&M SETA's CEO, Felling Yende, has hailed the R-CTFL Masterplan, which is aimed at driving local manufacturing and employment and boosting job creation through localisation in the industry.



Workers making shirts inside a Pep Clothing factory.

## **QUESTION (Q): Why is the R-CTFL masterplan important?**

**FELLENG YENDE (FY):** The Retail Clothing, Textile, Footwear and Leather (R-CTFL) Master Plan consists of seven commitments. These include growing the local market, driving local sourcing, ending illegal imports and value chain transformation.

The R-CTFL value chain, which includes spinning, woven, dyeing, knitted, and finishing of natural and synthetic fibre inputs and leather tanning, is a major contributor to the economy, with CTFL retail playing a much larger role than the manufacturing portion of the value chain. The value chain's total Gross Domestic Product contribution is R74 billion and the masterplan contains various goals, including increased employment in the sector by another 120 000 jobs across the value chain by 2030.

The plan also includes a commitment to grow local

resourcing in retail from roughly 30% to over 60% over the next 10 years.

Therefore the implementation of the masterplan is set to give impetus to this visionary undertaking of the retail sector.

## **Q: What role does the FP&M SETA play in the implementation of the masterplan?**

**FY:** The masterplan makes provision for the Skills and Productivity Development Task Team whose objective is, "to develop concrete plans to rapidly and effectively upgrade management, operations and technology skills across the R-CTFL value chain to enable step-change productivity upgrading and technology absorption capabilities in support of competitiveness, employment growth and transformation."

The F&PM SETA recognises that skills training

empowers people to become income generators and survive during difficult times. That is why we are aligned with the government masterplan by giving people a chance to participate in skills programmes in the sector.

We have identified co-operatives run by the youth and women to enhance their skills in clothing and textile, so that they are able to manufacture for retail stores. We wish to accelerate the pace at which the industry achieves its goals, following the devastating impact of COVID-19. We are committed to helping grow the amount of locally produced fashion sold in South Africa's retail stores.

**Q: What has been the impact of the COVID-19 pandemic to the clothing and textile industry?**

**FY:** The CTFL sector has been negatively impacted by the effects of the COVID-19 pandemic, which has emphasised the need to reduce reliance on imports and international supply chains.

During this period of the pandemic specific focus has been placed on intensifying support for products such as surgical and consumer masks, respirators, medical textiles, leather and footwear products, gloves, body bags.

**Q: How can the local manufacturing industry beat the competition posed by international imports?**

**FY:** The implementation of the R-CTFL Masterplan is set to bring about change in the local retail and manufacturing sectors and ensure the commitment of the large retailers to support the local supply chain not only by procuring goods locally but also by investing in their retooling and training. This is a sure indication that locally produced goods can indeed hold their own against international imports.

We welcome the fact that the Department of Trade, Industry and Competition is working with the National Economic Development and Labour Council, National Treasury and provincial authorities, to monitor and enforce 100% local content in the sector.

The outcome of the intensive though collaborative negotiations between government, labour, retailers, clothing manufacturers and textile manufacturers, it is helping to break an acrimonious, decades-long deadlock in the value chain.

It is exciting that the master plan represents the first commitment from a broad array of collaborative retailers to buy local, driving local manufacturing and employment. For the master to succeed, the industry will to need to rethink and re-invent itself so that each of us – whether one is a retailer, manufacturer, worker or part of the government, plays a role in making a substantial contribution to the growth of the sector.



*TVET SA is creating employment opportunities through Unemployed Learnerships at a local partner factory.*



## Pep Clothing – Championing skills development initiatives in partnership with the FP&M SETA

What does it take for clothing manufacturer, Pep Clothing, to make 15 million garments and shoes every year? Over 1,500 employees with great attention to detail, working on one site to manufacture products to be sold at 1,609 stores across Southern Africa.

Pep Clothing – a division of Pepkor Trading PTY Limited, is low-cost, high-volume, mass apparel manufacturer.

Being led by the strategic vision of CEO Marthie Raphael, Pep Clothing strives to continually improve its production methods and quality of product and service.

For Pep Clothing, manufacturing clothes is not just about clothing, it is about people – skilled people that make the clothing and products. That is why Pep Clothing has partnered with the FP&M SETA to deliver skills development initiatives to develop and grow employed and unemployed South Africans through learnerships, skills programmes, Adult Education Training and Internships.

“We are dedicated to the upliftment and development

of people. Through creating learning and development opportunities, we equip people to become a part of the economy, and alleviate unemployment” she explained.

70-100% of learners who successfully complete the Unemployed Sewing Machinist programme are employed with the company, with some learners working their way to being promoted to Team Leaders, Clerks and Training Instructor positions. In the last 5 years, 67 learners have successfully completed the programme.

“We are very proud of this program, because even if a learner leaves the employment of the company, they do have a recognised qualification and work experience that will enable them to seek work elsewhere”, she said.

“PepClo constantly has opportunities available that are geared to develop and grow and further our employees and creating employment for unemployed candidates thanks to FP&M SETA funding opportunities,” Ms Raphael concludes.



Pep Clothing Projects  
in the last 5 years:

**182**

learners completed  
skills development  
programmes

**67**

Unemployed  
Sewing  
Machinist

**49**

General  
Management  
NFQ 3

**15**

Sewing  
Machinist

**22**

Adult Education  
Training

**10**

Business  
Administration

**19**

Supervisory  
RPL





*Marthie Raphael, CEO of Pep Clothing*

Ms Raphael also plays a role as part of a Pepkor team focusing on local sourcing, supplier development, 3D pattern-making and development, and she also interacts with politicians at National Government level and engages in industry forums.

“At PepClo we believe that our workplace is where we grow and develop as individuals and as a company. We nurture the relationship by offering many programmes for self-development, as well as several Employee Wellness Programmes including on site Occupational and Primary Health Care and Social Workers which operate from a fully equipped medical Clinic,” Ms Raphael explained.

She appreciates Pep Clothing’s relationship with the FP&M SETA. “Our relationship with the SETA has always been more like a partnership – very positive, collaborative and co-operative. The SETA is supportive

and is always willing and available to help, provide advice and guidance to us,” she said.

She is the Chair of the Cape Clothing and Textile Cluster, Chair of the Clothing Industry National Bargaining Council, and sits on the council of the Manufacturing Circle of South Africa.

She believes that through her leadership she can make a difference to the 2000 people in the PepClo team, as well as their extended families and communities.

“I absolutely believe that there are great opportunities to grow local manufacturing now more than ever. We are in a good position to offer high quality products in large quantities and with the renewed interest from local retailers, collaboration with many stakeholders and support from entities like the FP&M SETA we can only make a marked difference in people’s lives.”

**“Our relationship with the SETA has always been more like a partnership – very positive, collaborative and co-operative.”**



## Technological Change Is Not Coming To The World Of Apparel Manufacturing, It Is Already Here

Instead of only asking “where were your clothes made, and by whom,” have you considered asking “how were your clothes made?”

The truth is what you wear is going high-tech, whether you know it or not. After decades of labour-intensive production, artificial intelligence and robotics are or will soon compete with humans on the clothing factory floor.

While in many ways, these innovations are good for the textile and apparel industry, such as faster delivery and custom clothing, the industry must adopt a more human-centric, globally conscious approach to business.

According to clothing technologists, technology will not only make shopping more fun, it will also increase production efficiency and lower costs. Major brands will eventually be able to respond more quickly to consumer tastes while keeping inventories low and limiting the production of excess clothing.

“The clothing industry is in most cases still working with a manual workforce. The Fourth Industrial Revolution (4IR)’s biggest benefits include consistent quality products, better planning, as there is not a human element to compensate for, and battling with absenteeism. 4IR is expensive, but with long term benefits, but also deskill operators, and will have an impact on unemployment. It will be critical to develop advanced engineering talent to support new technology and growth,” said Marthie Raphael, Chief Executive Officer of Pep Clothing.

To help ease the transition from manual to modern manufacturing, businesses and the government must

begin improving current employees’ technological literacy. If today’s workforces are to remain relevant in the economies of tomorrow, employees will need the skills to contribute to clothing manufacturing.

“The immediacy of technology has resulted in a need for faster fashion. Consumers are no longer willing to wait for new styles to come into the local retail stores – they want what they see on social media and they want it now,” said Jennifer Choice, Managing Director of Thandeka Vocational Education Trust Pty (TVET SA).

TVET SA has recently partnered with the FP&M SETA to develop an E-Learning Platform and has digitized its first E-learning based Team Leader Programme which was successfully launched in June 2020.

“We are currently in the implementation phase of setting up cloud-based Learner Information Management System to house not only our learner records but also to house further e-learning and blended learning programmes,” said Ms Choice.

“During the 2020 lockdown period, our college continued the roll-out of our learning programme offerings by adapting to “virtual classrooms” as a way of facilitating the knowledge components of our programmes.

The technical team at Thandeka Vocational Education Trust (Pty) Ltd regularly evaluates our machinery in our practical room and mechanics laboratory and makes recommendations to ensure that we have machines available that meet current industry standards in terms of new technologies,” Ms Choice explained.



# Providing Impactful Skills Development Interventions To The Clothing Manufacturing Sector



**Jennifer Choice, Managing Director of Thandeka Vocational Education Trust (Pty) Ltd, talks about the strides being made in skills development in the clothing manufacturing sector.**

**QUESTION (Q):** What is the contribution of Thandeka Vocational Education Trust (Pty) Ltd in the clothing, textiles, footwear and leather (CTFL) retail and manufacturing sectors?

**JENNIFER CHOICE (JC):** We are a private skills development partner and project implementer accredited with the FP&M SETA to provide impactful skills development interventions in areas such as garment making, sewing, manual processes in the cutting room and finishing, as well as credit bearing skills programmes and industry aligned short courses. We are passionate about the opportunity to train and equip unemployed youth with relevant workplace knowledge and technical skills, thus increasing their employability in the formal and informal sectors. I truly believe that our youth has a future in the clothing industry.

During the past 18 years we have partnered with small, medium and large clothing manufacturing firms in across Southern Africa and since 2014 we have seen more than 3,400 learners graduating from learnerships and skills programmes.

Learners at the TVET SA premises in Cape Town.

**Q: What are your key priorities when training learners in clothing manufacturing?**

**JC:** The priorities include:

- Providing an industry aligned environment to prepare learners for the world of work;
- Instilling the principles of world class manufacturing from the onset;
- Providing high-quality theory training through an accessible model (either face-to-face or via virtual classrooms), facilitated by experienced subject matter experts;
- Providing industry-aligned practical training on machinery that meet current production standards and
- Providing technical and managerial skills that address scarce and critical skills gaps in the clothing and textile manufacturing sectors

**Q: What are some of the in-demand roles and skills required to work in this industry?**

**JC:** Machine Operators, Sewing Machine Mechanics and Team Leaders are the most in-demand roles.

Machine Operators in the clothing and manufacturing sector require:

- The ability to work with their hands (dexterity is very important) with accuracy and at pace to carry out sewing machine operations;
- Understanding of productivity principles and procedures to work towards toward the achievement of production targets;
- Understanding quality and the ability to identify and rectify faults to prevent rejects and repairs and working in a team.

Sewing Machine Mechanics require:

- The ability to work with their hands to maintain and repair machinery and equipment;
- Understanding of the quality standards to set and adjust machines accordingly;
- Understanding of production requirements to set up machines in a production line and
- Understanding of the mechanics of each machine type including electronic and pneumatics.

Team Leaders / Supervisors require:

- The ability to lead and motivate a team;
- Time management;
- Conflict management;
- Work study and methods study;
- Line-balancing and
- Calculating and reporting against production targets.

**Q: What impact does the clothing manufacturing industry have?**

**JC:** The clothing manufacturing industry is a major

employer of people in this country. According to the Cape Clothing Cluster “The CTFL industry is key to growing South Africa’s manufacturing sector. It accounts for around 14% of manufacturing employment in South Africa, facilitating an estimated 60 000 to 80 000 jobs and a contribution of around 8% to the country’s GDP (Industrial Development Corporation).

The Retail - Clothing, Textiles, Footwear and Leather (R-CTFL) Masterplan aims to create an additional 160 000 jobs in the sector by 2030.

**Q: How has the industry changed over the years?**

**JC:** Consumers are demanding affordable “on-trend fashion” and retailers have to respond quickly to the changes in fashion. This was most evident during 2020 when the lockdown period brought about a sudden change in the demand for casual vs formal wear.

There is also a greater consciousness from consumers about where and by whom clothing is made which was brought about by campaigns such as “Proudly South African”, “Wear SA”, “Buy Local” and “Who made my Clothes”.

Retailers are more and more looking to build their local supplies chain and increase the percentage of locally procured merchandise.

**Q: What are some of the challenges facing the industry?**

**JC:** Our sector faces several challenges, particularly retrenchments due to COVID-19, temporary factory closures due to COVID 19 outbreaks and lack of technology in small and medium firms.

**Q: What excites you the most about clothing manufacturing?**

**JC:** I am excited about the strides currently being made by stakeholders in the clothing, textiles, footwear and leather (CTFL) retail and manufacturing sectors to boost local manufacturing in line with the R-CTFL Value Chain Master Plan 2030.

This will bring about more job opportunities for the formal and informal sectors and we look forward to play our part in the realisation of the skills development objectives of the Master Plan.

**Q: What are your hopes for the future of the clothing manufacturing industry?**

**JC:** I am convinced that the South African clothing and textile industries have the potential to become a competitive player in the global apparel market. I am enthused to lead TVET SA’s growth strategy to encompass skills development in rural communities within Southern Africa.

# Domestic Sewing Skills Programme Produces Aspiring Entrepreneurs



Each industry or sector has its own terms or language, so does sewing. For example, there is appliqué – the process of stitching a piece of fabric to another piece of fabric. Then there is the Back Stitch, Bar Tack, Baste, Bias, Blind Hem, Embroidery, Interlining, Quilting and more.

These terms and many others are the basics for 40 budding women entrepreneurs from Philippi Village in the Cape Flats being taught as part of TVET SA's Domestic Sewing Skills Programme for aspiring entrepreneurs.

Thanks to the FP&M SETA who provided grant funding for skills training, industry role players, including the South African Apparel Association, the Cape Town Fashion Council, Philippi Village and TVET SA came together to put in place this ground-breaking initiative.

The skills development programme targeted small business owners and potential entrepreneurs in the clothing sector.

Apart from receiving a domestic sewing machine and imparting necessary skills, the theory modules cover topics such as – writing a business plan, understanding

customer requirements, and basic sales principles. The programme also provides information on how to plan and manage personal finance.

The 40, who have the option to register a cooperative with fellow entrepreneurs, were excited to be part of this initiative.

Participants have faced severe challenges, including unemployment, poverty. This has affected their access to education and gainful employment. Despite these challenges, the learners have committed themselves to this programme. They are determined to overcome challenges such as educational and language barriers.

While the purpose of the programme was to empower women entrepreneurs, the group also includes a few men. One of these men, was a victim of gang violence in the area and is wheelchair bound. Together with his wife, he has started this skills development journey. They aim to start a family business after the completion of the programme.

# NBCCMI LAUDS FP&M SETA SKILLS DEVELOPMENTAL PARTNERSHIP



Image: The engineering projection design machine.

The National Bargaining Council for Clothing Manufacturing Industries (NBCCMI) has praised the FP&M SETA as the biggest skills developmental partner and has spent about R16m during the past two years in projects which directly benefited more than 1000 employees and about 5000 employees indirectly.

“The advent of COVID-19 saw the employment strength of the clothing sector dropping further from an eight-year stagnancy of about 52,000 employees down to the current 42,000 employees, with almost all businesses at various levels of distress,” said Paul Wild, Chief Executive Officer of NBCCMI.

“Even with these daunting challenges, the clothing sector is proud of the unbroken developmental support that the FP&M SETA has continued to extend to the sector towards realising the key internal and national growth priorities such as women empowerment, youth employment, rural development, priority technology skills and SMME development,” said Wild.

NBCCMI stakeholders include the Southern African Clothing and Textile Workers’ Union (SACTWU) and

employer associations: Apparel and Textile Association of South Africa (ATASA), Eastern Province Clothing Manufacturers Association (EPCMA), South African Apparel Association (SAAA), South African Clothing Manufacturers Association (SACMA) and the Transvaal Clothing Manufacturers Association (TCMA).

**“Our collaboration with FP&M SETA is objectively focusing on making all workplaces centers of continuous learning which are inclusive of all workers.”**

Wild said FP&M SETA has become a key strategic developmental partner of the sector in:

- Building a relevant model that effectively mobilised industry parties to go beyond commenting on what government should do, to take ownership and drive skills development and productivity outcomes in the interests of both employers and employees;
- Strategies that are firmly grounded on evidence rather than on undifferentiated claims about skills development and productivity challenges and how to customise available knowledge and skills to the current industry reality whilst effectively balancing the ongoing academic side input and output to remain relevant;
- The industry decision-making that is based on

use of research and diagnosis to identify bottlenecks and supporting industry stakeholders coming together to pave growth path foundation of relevant skills development and experimenting on improving training models aligned to industry need and

- The emergence of a community of practice that is building the expertise required to manage and support complex, multi-disciplinary initiatives that can deliver more effective, sustainable solutions required for local and global competitiveness in the age of ever-increasing industrial revolutions.

Amongst others, the FP&M SETA has supported the following projects initiated by the NBCCMI.

The Sustaining Competitive and Responsible Enterprises (SCORE) programme – an International Labour Organisation global programme that aims to improve productivity, competitiveness and working conditions in small and medium enterprises. The FP&M SETA has supported the rollout of SCORE with interventions in five factories earmarked to start in September 2021.

The Sector Skills Accord, which allocated the Clothing Manufacturing Industry 700 opportunities (300 learnership and 400 skills programs) nationally and implementation started in February 2020 is nearing completion.

The World of Work sensitization programme for 30 managers and supervisors and specialists being trained in labour law, occupational health and safety, disaster management, employee wellness and performance, ethical and business conduct, basic conditions of employment act and role of employee contract, started in May 2021. This programme is a skills programme focused at bridging the management gaps whilst creating a productive work environment.

“Our collaboration with FP&M SETA is objectively focusing on making all workplaces centers of continuous learning which are inclusive of all workers. Our desire as a sector is to see effectively implemented productivity support systems and mindset on every factory floor in both large and small businesses and we believe this partnership will continue supporting us in this exciting journey,” said Wild.

“The opportunity in this developmental partnership is to continue consolidating, customising and deepening this collaboration and to promote the wider adoption of productivity and skills ecosystem thinking within the sector, alongside 4IR strategies to proactively save and grow business through an innovative strategy and productivity support in the sector,” he said.

*Images top to bottom: an auto-cutting sewing machine in a factory; an automated cutter cuts takes the manual labour out of cutting fabric according to a pattern; Management Training funded by FP&M SETA; the Cellrose training provides practical hands-on experience in the factory setting.*



# Temporary Employee Relief Scheme Critical In The Future Of Clothing Manufacturing



The Temporary Employee Relief Scheme (TERS) – a solution which benefits employers and employees in companies facing distress, has been instrumental in the fight against business closures and retrenchments. In the wake of the COVID-19 pandemic, the scheme is providing funding and skills development initiatives to help keep the clothing manufacturing industry competitive.

TERS enables the retention of employment and gives companies the maximum opportunity to recover during the temporary relief from distress and to re-absorb employees into ordinary work at the end of the scheme.

In the last year, the economic impact of COVID-19 included a decline in exports, production, the viability of businesses, job retention and job creation. Since the initial lockdown in March 2020, TERS has benefitted thousands of workers in the clothing manufacturing industry through skills interventions and funding.

During this period, the FP&M SETA has continued to

support the TERS by funding interventions to help a number of trade unions to upskill members in the face of sectoral challenges, workplace health and safety regulations and the impact of Covid-19 on the industry.

For example, four Western Cape textile and clothing companies benefitted from the FP&M SETA's Temporary

Employee Relief Scheme which enables retrenched individuals or those that come from liquidated companies, to undergo training which assist them to either become skilled in another division of the company which will not be affected or to gain a new skill that will assist them with seeking new employment.

Due to collaboration between the SACTWU and the FP&M SETA, just under 350 employees from Ahlesa Blankets, Colibri Towelling, Sirdicks and Beaches Clothing benefitted from TERS training funded by the FP&M SETA. Many of these employees were able to retain their jobs post training.

**Since the initial lockdown in March 2020, TERS has benefitted thousands of workers in the clothing manufacturing industry through skills interventions and funding.**

# Keletso “K” Moraba – A Young Designer Dedicated To Making People Feel Good Through Clothing



*Thanks to funding from the FP&M SETA, K MORABA & COLLECTIVE showcased at African Fashion International's Fashion Week.*

## **QUESTION (Q): Who is Keletso Moraba?**

**ANSWER (A):** I was born and raised in Limpopo. At the age of 10, I realised that fashion was my calling. I used to sneak into my mother's sewing studio to experiment with fabrics and patterns. That is when I recognised my passion for the art of creating beautiful garments.

The first time the K MORABA & COLLECTIVE was introduced to the South African market was after I won the David Tlale Intern competition, and from there we took the fashion world to the next level with never ending creativity and style.

## **Q: Why did you decide to choose to pursue a career in fashion design?**

**A:** Fashion is a form of language, so I wanted to express myself and help make people feel good about who they are by what they are wearing. We all know that people say a lot about who they are and how they want to be treated through what they wear. Fashion always makes a statement and I wanted to help people make better

statements about themselves.

## **Q: What is your favourite part of being a fashion designer?**

**A:** Pattern making and sketching and eventually sitting down and sewing. Those are meaningful to me and eventually add up to the most amazing part that makes me glad to call myself a fashion designer. Seeing the actual garment complete and being able to give yourself a pat in the back and say, yes, indeed I am an artist and a creative because I created this work of art.

## **Q: Tell us about your relationship with the FP&M SETA?**

**A:** They have been quite amazing sponsors for the K MORABA & COLLECTIVE. The FP&M SETA funded our opportunity to participate in African Fashion international's Fashion Week in 2019. They have been incredibly supportive to my fashion family, and our relationship with them has been beyond amazing.



**Q: What skills do you think are necessary to be a successful fashion designer?**

**A:** One needs to have great attention to detail, to have the root of creativity, and you also to have an eye for fashion in order to see and show those who don't. Most importantly, you need the desire to be who you are and sharp business skills.

**Q: Do you need a qualification to be a fashion designer?**

**A:** Not really. It is important to have skills and knowledge of what you are doing but you don't necessarily need to go to school for that.

**Q: How do you stay up to date with fashion trends?**

**A:** We do a trend analysis on a seasonal basis and we constantly check the internet and the streets to see what is happening and what our clients out there like and love so we can be able to deliver what they want.

**Q: What are your greatest strengths and weaknesses?**

**A:** Our strength lies in our creative offering, the current creative direction of the team as well as our brand equity. The quality of our garments and the after sales services come highly recommended and there is a high return rate of our previous customers.

Our weaknesses lie in the availability of funds for day-to-day expenses. That has become a challenge. Production capacity can be improved. We also need innovative systems that can put us ahead of the curve of the digital revolution which would make it easier for us to grow passively through online retention.

**Q: Where do you see yourself in the next 10 years?**

**A:** I see myself taking my brand abroad and have multiple fashion houses under K MORABA AND COLLECTIVE.

**Q: How would you describe your personal style?**

**A:** I always go for comfort and class so I would describe my style as classic casual wear.

**Q: How would you relate past and present fashion trends?**

**A:** The past fashion trends always find a way to set us into focusing into the future. We all know that in order to know where one is going, we need to know where we have been. So in order to invent something new or come up with something new you need to know the past trend.

**Q: What is the greatest achievement of your life so far?**

**A:** My biggest achievement in life was coming out of the David Tlale cocoon and starting my own brand. This is a sign of success. Making it through this COVID-19 season and moreover not to mention showing at the African Fashion International Fashion Week, which my team did without being under anyone's umbrella.

