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FROM THE EDITOR'S DESK

Dwight Chiwenga

TIPS FOR DEVELOPING YOUR SALES AND MARKETING STRATEGY.

Effective sales and marketing requires talent, expertise, effort, and consistency. If that doesn't exist inside your organization, then it's important that you find an outside resource that can help you develop and implement your strategy.

Whether your sales and marketing strategy is developed internally or externally, these tips will help ensure that it is both effective and efficient.

1. See your marketplace and prospects as they really are—not how you'd like them to be.

The best strategies take into account the marketplace as it really is, not the way we think it is or wish it were. The same holds true for potential clients—we may think we know what they want, but reality may be quite different. In the absence of objective information, it is too easy to fall into a pattern of wishful thinking.

Your strategy should start by taking an objective look at your target client and the

marketplace in which you operate. Don't make the mistake of focusing at first on the services you offer or what you think your target audience might want. Do the research necessary to understand what your ideal client really wants or needs and tailor your offerings accordingly.

2. Take a hard look at your own firm: what are your goals and what do you offer of value?

Once you know how your firm measures up in the marketplace, it's time to take a look at your organization's internal situation. For example:

- What does your firm want to accomplish?
- What valuable product or service do you have that your target client wants?
- Do you want to add new or different products or services or expand into new markets?
- Are you interested in growth? If so, what kind, and how much?

Answers to questions like these provide the business context for your sales and market-

ing strategy. They reveal what your strategy will need to accomplish and how it should be evaluated as you implement it. Internal and external research will help ground your plan in reality and make success more likely.

3. Assess your current resources.

The best sales and marketing strategy in the world is useless if you don't have the resources to successfully execute it. What sort of talent is already on board? What level of training do they have? Do your sellers have the skills and knowledge they need? Does the marketing staff understand the services you offer? How about tools?

Do you have the marketing infrastructure you need to pull off an inbound strategy? How about sales tools such as marketing collateral? Answering questions like these will

give you real insight into what is both possible and practical. Without this information, strategies are often under-resourced or simply not feasible because they are not based in reality.

4. Settle on a strategy that aligns with your abilities.

After researching your target client and marketplace, determining what you want your strategy to accomplish, and assessing your resources, it's time to settle on how you're going to implement your strategy:

- Are you a sole proprietor? If you are, then you'll most likely employ the "seller-doer" model in which you are the brand—selling your hands-on expertise and its value, while building a personal rapport and trust with the client.
- Does your firm have a dedicated sales staff selling services performed by others who are the experts? If so, the "seller-expert" model aligns bet-

ter with your business to make your doers visible experts and thought leaders in the marketplace.

- How will you position your firm in the marketplace?

5. Develop an implementation plan to ensure strategy execution and follow-up.

An effective sales and marketing strategy is a major element of your overall business strategy. It requires a major commitment, which is why, in larger firms, it's important that senior management fully buy into the strategy.

No strategy will be successful without full management support. But with a proper investment of time, money, and effort, your carefully developed and implemented sales and marketing strategy will yield big results. <END>

VISION
To be the most Responsive, Responsible, Supportive and Innovative department in creating and maintaining Sustainable Relations between the organization and its publics.

MISSION
To build sustainable relations with our stakeholders, create vibrant communities through empowerment initiatives to attain a Social License To Operate and increase corporate Brand equity.

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- Transparency
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- Innovation
- Care

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- Securely
- Smartly
- Sustainably
- Aggressively

ZIMBABWE CONSOLIDATED DIAMOND COMPANY
THE DIAMOND COMPANY

4

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MAGAZINE

ZCDC CEO scoops Zimbabwe CEOs Network Award

Mr Mark Mabhudhu is the Chief Executive Officer (CEO) of the Zimbabwe Consolidated Diamond Company (ZCDC). He is an expert with experience spanning over 28 years in mining with 25 of those being in the diamond industry alone, both at local and international arena as a senior Executive and at board levels.

His geographical mobility in the industry is punctuated by extensive knowledge in mining gold, platinum and related minerals with vast experience at De Beers, one of the world's largest diamond mining companies. Mr. Mabhudhu's success can be benchmarked by the fact that he designed, built, commissioned and operated diamond operations/mines with kimberlite and alluvial sources including the rare conglomerate source.

In 2000, he was part of the technical team which represented Debswana Diamond Mining Company at the KPCS inception meeting. Mr Mabhudhu has links to experts across the entire diamond industry value chain (Diamantaires). The ZCDC boss has vast experience in strategy formulation and implementation at corporate, business and functional levels providing leadership, implementing policies and managing change. He thrives on the ability to manage organizational growth and strategic change in both tough and challenging times using innovative and eccentric means. Mr Mabhudhu has a knack for extracting and marketing the product worldwide. Owing to his far astute leadership at the state diamond mining company, Mr Mark Mabhudhu brought significant strategic business models that enhanced the survival and sustainability of the ZCDC (Pvt) Limited. He has continued to demonstrate supreme business excellence and high standards of ethical conduct, integrity, civic and social responsibility.

He has wide ranging experience with safety, health, environmental and quality (SHEQ) management strategy formulation and execution including devising both change and communication programmes and plans



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centred on zero injuries in the work environment.

Mr. Mabhudhu has sound people leadership/interpersonal, networking and stakeholder engagement skills. He has unparalleled capabilities in building great teams that deliver business value and hence encourages thinking not outside the box, but off box. He has an open-door policy with a focus on making ZCDC an employer of choice. He is a committed, passionate and a devout people developer with key interest in coaching and mentoring upcoming professionals as well as team members and colleagues to live up to the core values of the company thus ensuring world-class production of diamonds in line with the company's business objectives.

Mr. Mabhudhu is a champion of the Diamond Value Management (DVM) system- a tried and tested internationally accepted system for enabling full realization of diamond value/revenue by assuring integrity and transparency of processes.

He has championed and pioneered the latest diamond recovery X-Ray Transmography based technology which is fast becoming the industry best practice diamond recovery technique (both small and large diamond recoveries). Mr. Mabhudhu started his career in 1990 at Rio Tinto Cam Dump Gold Retreatment Plant as a Metallurgical Student on attachment where he performed metallurgical test-work and material balance schemes.

There, he gained experience with CIP and CIL process techniques in gold recovery and the associated metallurgical processes. He also had an opportunity to familiarize with the Empress Nickel Refinery and learnt the entire business value chain of the operations. He later joined Lomagundi/Alaska Smelting and Refinery (Zimbabwe Mining Development Corporation), again as a metallurgical student on attachment. In 1993, he was employed by Auridiam Zimbabwe (Pvt.) Ltd – River Ranch Diamond Mine for three years where he designed and built, commissioned and optimized the plant.

Mr. Mabhudhu's success can be benchmarked by the fact that he designed, built, commissioned and

operated diamond operations/mines with kimberlite and alluvial sources including the rare conglomerate source.

Between 1996-1999, he moved to BHP Zimbabwe (Pty) Ltd – Hartley Platinum Mine as a Process Metallurgical Engineer where he built and commissioned the Hartley Platinum Complex including the Concentrator plant, Smelter and Refinery plants, optimized the Concentrator plant and ramped production to full capacity. He recruited, trained and developed plant personnel across the plant operations. He rose through the ranks to plant superintendent level.

Mr. Mabhudhu then joined Debswana Diamond Mining Company – Jwaneng Mine in 1999 – April 2009 where he built, commissioned and optimised the state-of-the-art diamond processing and recovery plant.



He performed optimization and process development work in line with the diamond value chain from mining, processing, recovery, automated sorting, cleaning, packaging, dispatch and the security systems around diamonds handling. While at Jwaneng Mine, he obtained full understanding of the entire value chain into diamond valuation, as well as the cutting and polishing industry.

He rose through the ranks from Mineral process engineer through to the Technical Process Manager and finally Strategy Executive of the organization.

Mr. Mabhudhu was appointed the inaugural CEO of PAASOL Resources Zimbabwe (Pty) Ltd in August 2009-2010 and ratified by the Board of Directors to provide leadership and direction of this start-up organization. He entered into Joint Venture arrangements with other key players in the mining industry as well as undertook

consultancy work for other mining and business organizations.

Apart from soliciting for project finance via foreign investors from the USA, UK, China and India, he ensured corporate governance of the organisation and executed the vision and mission of PAASOL Resources Zimbabwe (Pty) Ltd. In 2010, he moved to Marange Resources (Pvt) Ltd. where he rose through the ranks to become Acting CEO between 2014– 2015.

There, he devised new diamond marketing and selling approaches which resulted in the organization achieving best prices on both local and international selling tenders. For the first time in four years, the organization made profit at all levels during the first quarter of 2015 and broke even during the second quarter.

Mr. Mabhudhu was then appointed Acting Chief Executive Officer of ZCDC in 2016, a wholly owned Government diamond mining company which came about through the expiration of the previous miners Special Grants forming a consolidated business entity with the concessions being placed under one roof.

In 2018, he joined Vast Resources PLC – Diamond Business as a Consultant/Executive Director in charge of directing and leading in the firm's aspirations of becoming a prominent mining house in the country as well as internationally with particular focus on diamonds and setting up the Zimbabwe mining operations. He obtained a BSc (Hons) Engineering – Metallurgical from the University of Zimbabwe in 1992 and was awarded a Book Prize (Top Student), Postgraduate Diploma in Management Studies from the Buckinghamshire Chiltern's University College in UK (2000) and a Masters in Business Administration (MBA) at the same University in 2001 where he was also awarded Top Student Prize. He has a Master of Philosophy in Information and Knowledge Management (MIKM) from the University of Stellenbosch (RSA) (2008) and is currently undertaking a Doctoral study in Business Administration (DBA) with the University of Pretoria's Gibs Business School (Thesis final stage). <END>



interview

with

Nyasha Mareya

DC: Greetings Nyasha Mareya welcome to our October edition Padare Magazine, we are glad to have you. Tell us more about yourself?

NM: I am a Co-Founder of Loss Management Consultancy International (Pty) Ltd (LMCI), a multinational professional services firm providing Claims Loss Adjusting, Risk Management Surveys, Asset Valuations, and Inspection Services to the insurance fraternity. I am Zimbabwean but am currently domiciled in Botswana. I am self-driven, results-oriented, and passionate about my work. I love what I do and am tenacious and resourceful. I enjoy a good balance in life, being a mother of 3 children who is also passionate about investing quality time towards their wellbeing.

Out of the desire to excel in the business arena and to be the best mother I can be to my children, I have a steadfast source of motivation that drives me to do my best and to pick myself up when life knocks me down. I recently lost my husband and business partner of over 18 years to the battle against Covid. I am passionate about passing down our legacy to the next generation as well as

mentoring young and upcoming entrepreneurs. I always challenge myself to learn new skills and to improve myself for the next goal at hand.

DC: While growing up, have you ever imagined yourself in the business world?

NM: I was conditioned to be in business from an early age. Raised by a diligent businesswoman and mother who inspired me to be a 'problem solver.' She inspired me to find 'my niche' and believe that 'nothing is impossible if I put my 101% to it.' Studies related to Corporate Business Administration then created a yearning in me to provide professional solutions in a specialized area, specialized because I wanted to focus and to be the best at what I do, with the understanding that being in business was an opportunity for me to be innovative about my contribution to society and to be in control of my destiny.

DC: I understand you have grown from operating from Zimbabwe only to other countries, how is

business different comparing Zimbabwe and other countries you operate in?

NM: Outside of our operations in Zimbabwe, we are in Botswana, Zambia, Mozambique, and Malawi. I have found doing business in other countries different culturally, ethically and governance-wise. Being highly confident of our technical capabilities to cater to each nation in which we are established as a Loss Adjusting and Risk Management Consultancy, I tend to focus more on the above differences than on other areas. I have grown to learn over time that it is mainly an organization's ability to be compliant, relevant i.e., culturally, socially, and ethically as well as to effectively interact with people at all levels that enables it to be embraced across all business spheres, as well as to keep ahead. I appreciate and value the diversity that each country brings to our business.

However, from our exposure in the sub-Saharan region and on the global arena through our collaboration with Advanta Global (our UK based

Association), I have realized that there are some standards and ethics that are universal i.e., applicable to and acceptable across the globe, and some that are specific and relevant only to certain areas. The important aspect lies in an organization's ability to differentiate between the two to be effective and to remain relevant to each nation/market.

DC: As LCMI, what is it you do?

NM: LMCI is a Loss Adjusting and Risk Management Consultancy. We offer independent Claims Loss Adjusting Services and Risk Management Services to the Insurance fraternity. LMCI is also into Asset Valuations for Insurance Purposes and Sampling & Superintending also known as Marine Inspections. We also offer bespoke training services to Insurance Companies, Broking Firms, and their Policy Holders.

DC: Covid 19 has affected a number of businesses, to

what extent has it affected your area of focus?

NM: Loss Adjusting and Risk Management Services predominantly involve physical on-site inspections in the requisite processes of investigating, quantifying, resolving, and managing losses. All these processes require high people-to-people interaction and outdoor activity, suffice to say the two key areas targeted by the restrictions inevitably effected to curb the spread of the virus.

It however is not possible for me to paint a full picture of the impact of Covid-19 without highlighting how as a Loss Adjusting firm, we purposed to think out of the box to ensure continual service to our clients. We took to the virtual platform and use of technology such as drones, smart glasses, and virtual smart mobile platforms to continue with claims loss adjustments, site inspections, and the required customer interactions. The benefit of such being, limited in-person contact, reduced need to travel, reduced inspection

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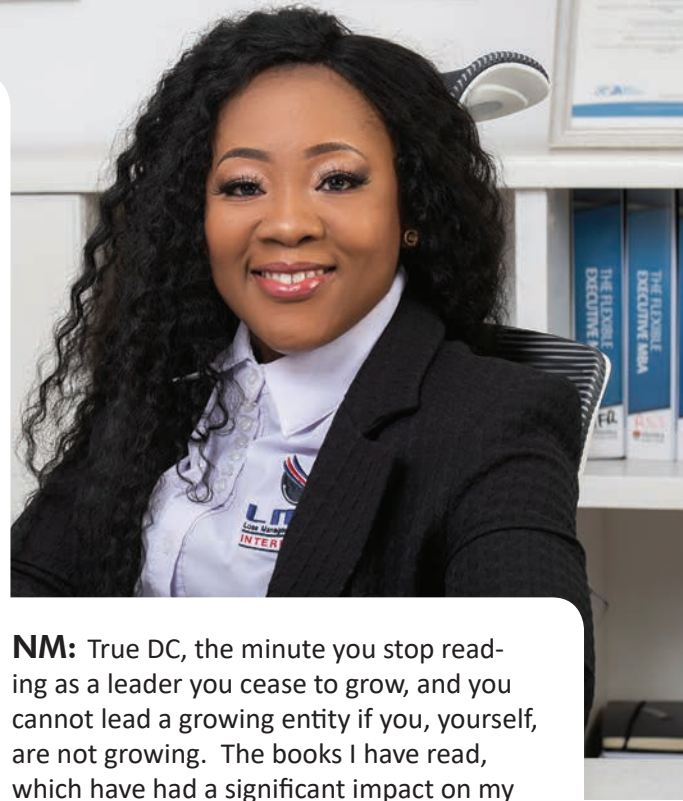
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times, in some cases increased speed in execution time of customer assignments. All these translate to reduced costs in our service. As we built confidence in the use of this technology and its reliability, LMCI expanded operations and established an office in Malawi in May of this year, whilst scaling down of businesses was becoming the anticipated norm due to the tumultuous season.

DC: How have you managed to copy up in a male-dominated environment?

NM: In my line of work and from my interactions with other women in leadership, I have picked up on the usual structural issues, inclusive of resources and policies that may need to be relooked at to address areas that may prove disadvantageous to women working in male-dominated environments. Speaking of my personal experience, I can be a very calculating person by nature, hence when I realized that I was entering a male-dominated environment I became deliberate about slowly but surely surrounding myself with mentors who have been in the industry for a while, both female and male. This impacted my ability to contribute positively as an entrepreneur, my ability to do my job and to feel comfortable in the workplace. My experiences and encounters have been with highly professional counterparts and captains of the industry, whom I feel have most valued my contribution as an entrepreneur and leader, and not my gender, ethnicity, or race. My experience has however not been devoid of encounters ranging from seemingly unsupportive to vindictive behaviors, but what has kept me from being adversely impacted by such encounters is the belief that people treat others according to how they feel inside about themselves, and because of this I have learnt to empathize and move forward. When I look at people, male or female I focus on who they are as a being, who they are becoming, or who can become, this has also shaped my expectations when I encounter people.

DC: Tell us Nyasha, there is a statement which says leadership is through readership. Which books have you read that you can recommend to those who aspire to be like you?



NM: True DC, the minute you stop reading as a leader you cease to grow, and you cannot lead a growing entity if you, yourself, are not growing. The books I have read, which have had a significant impact on my entrepreneurial walk that I would highly recommend are: The E Myth (Entrepreneurial Myth) Revisited and the E Myth Mastery, both by Michael E. Gerber, Good to Great by Jim Collins, The 8 Pillars of Excellence by John C Maxwell and Commanding your Morning by Dr. Cindy Trimm.

DC: To close the interview, any words to young entrepreneurs and the girl child.

NM: I am passionate about young entrepreneurs and the three words I have for them are Vision, Skill, and Character. Specifically, to the girl child I would say “your feminine qualities are not a disadvantage in any way. Let your work speak for you”. A person skilled in their work will stand before kings, they will not stand before obscure men (Prov. 22:29).

And finally, to all aspiring entrepreneurs / leaders, my advice would be: one cannot take people where they have not been... You have to see it to be it...” Also, whilst skills and talent can elevate one up the ladder/ hierarchy of life, it is their character that keeps them where their talent has taken them. I will leave them with one of my most inspirational quotes on vision and character by Author, Lecturer and Humanitarian - Hellen Keller; “Character cannot be developed in ease and quiet. Only through experiences of trial and suffering can the soul be strengthened, vision cleared, ambition inspired and success achieved.” <END>

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Nomhle Mliswa

Managing Director of Summerhill Farm in Mhangura, Doma, Mashonaland West Province.



The Zimbabwe agri-business is largely male dominated. However, Nomhle Maggie Mliswa the Managing Director of Summerhill Farm in Mhangura, Doma, Mashonaland West Province, has through versatility and passion challenged the status quo and made a name for her-self in this lucrative industry. Mliswa who has garnered accolades in recognition of her sterling works and performance in agriculture, pursues and is passionate about smart Agro practices. She notes that her farm is strategically positioned and hence suitable for commercial farming. "The farm is within Region two which receives up to 1200mm of rainfall. The dam at the farm allows me to crop under irrigation.

The soil is very fertile which supports a variety of crops and animal farming," says Mliswa, adding, "I have established Joint venture/ Smart Partnerships which have led to successful expert farming. The modernized and specialized machinery utilized in the farm are suitable for smart agriculture and effective as well as efficient in conservation farming. There is no wastage in terms of time and inputs right up to the already established market for all our farm produce. The farm has an established and efficient Just-in-Time (JIT) system hence any loss is minimized. In addition to what she has so far achieved, Mliswa is upbeat about other ventures in the industry. "I wish to tap into Aquaculture. Venturing into fish farming will allow us to utilize by-products of different farming varieties into the fish farming projects resulting in a coordinated cycle.

Apiculture is another area that I need to tap into. Bee production allows ecological link-

ages such as pollination. It is a good example of conservation farming. I will practice value addition with by-products such as wax for soap and candle production which are likely to be integrated into our Corporate Social Responsibility (CSR) at the farm. There are mountainous islands around the farm creating a beautiful scenery. On these, I intend to enhance Sivi-culture with a view to be offering Carbon Credit lessons in partnership with a local university to augment Climate Change Awareness," elucidates Mliswa . As a woman in a so called male dominated space, Mliswa notes that she had to adopt a different mindset and strategy to stay on top of her game. "I told myself that when it comes to real production, it is mostly the women who work in the fields while men man-age. I decided to undergo role swapping and be the manager directing the game in joint venture business. I ensured myself a supervisory role twinned with decision making at higher level. I am a director in the joint venture hence I am a decision maker directing the strategies and goals of my farming business. I buttressed my skills to be above board in a man's environment, says Mliswa. Having so far established herself in a male dominated industry, Mliswa indicates that there were challenges which she had to face and overcome. These included stereotyping and a spinal injury. Apart from farming, Mliswa is a devout Christian, motivational speaker and has positioned herself to be a role model for aspiring women. She is the current President of African Women in Leadership Organization Zimbabwe Chapter (AWLO) and also sits on various boards such as P.L.O. Lumumba Foundation in the Advisory Board. <END>



Sharon Nhau

Legacy Air Conditioning

Being a first and the only female child, I had to take care of my mum and brothers after my step father died in 2006 just as I had finished my O'levels. Life was not easy... had to find work. I had my first job as a general hand for 3 months then got into sales. I also tried to do buying and selling of commodities to support my salary, but it did not turn out well.

Fast forward, I was exposed to the air conditioning industry a few years back... having appreciated the ropes I decided to delve into the male dominated industry, change the face of air conditioning, add on value and build a legacy and leave a mark in the process.

Initially I did not have the confidence to take on the business and as a result I would just do direct/face to face marketing shying away from the larger population. But at some point life taught me the hard way that I had to stand out, be visible and be counted if ever I was going to survive in the air conditioning industry. Outside the fact that it's a male dominated industry, I think Legacy Air is the only female owned Air Conditioning business in Zimbabwe so far. It's a very competitive industry, and it's easy to have your brand image distorted, disqualified if at all one gives sub-standard services. It was needful to own a lane.

I owned my lane. I always say we are responsible for how far we go, we are responsible for how high we reach, we are responsible for how deep we see and we are responsible for how much we dream. In response to this need, together with my team, we came up with turnkey business solutions that will and are already transforming and sustaining enterprises in the air conditioning space both locally and beyond. Some of our life cycle products and services are consulting, technical support and maintenance, design and implementation, modifications, upgrades as well as customized services.

We began March 2020, and to date we have not looked back and we don't intend to. <END>



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ZIMBABWE
CEO'S NETWORK



INTERVIEW

KEN SHARPE

FORBES AWARD WINNER FOR BEST BUSINESS PERSON IN AFRICA.

DC: Welcome Mr Ken Sharpe, we are glad to have you in this edition Padare Magazine, tell us who is Kenneth Sharpe?

KS: Entrepreneur, Visionary, Innovator, Husband, Father, Man Of God, Survivor. A self made man who was born with nothing and believes all things are possible with God.

DC: Kindly tell us about your life before entrepreneurship.

KS: I was born in Rhodesia (Salisbury) and I grew up in Harare, Bulawayo and Shamva) and South Africa I can describe myself as someone who is very very humble, quite and shy person who grew up mostly on his fathers mines which had thatched houses and in fact the first one was basically a mud hut

where mother cooked dinner on wood fire in middle of room. Moved towns and homes a lot and didn't like school much.

My childhood dream - initially was to be a surgeon (I remember as an 8 year old trying to operate a live frog). Then in late teens wanted to enroll in the RAF as a fighter pilot.

DC: How and when did you find out about your passion in entrepreneurship?

KS: It was more out of necessity than anything else. I followed my heart to get the love of my life from the USSR to come back and live in Zimbabwe. Getting married young at 20 made me independent and I had come from humble beginnings and had an early

desire to provide for my wife to be and future family in the best way possible.

I saw making money and starting my own business as best way to achieve this. Having parents who were divorced and didn't do much for me I wanted to be different and break the generational chain promising myself to make sure I did more for my children than my parents had done for me as well as being exposed to challenging circumstances early in life I wanted to do better.

DC: Interesting, which business ventures did you go for before WestProp Zimbabwe?

KS: I started in Food imports distribution in 1991 and then West Beverage manufacturing and bottling in 1998. Had trading in Ukraine and Southern Africa before starting West Group in 2005 that included Inter Crop Agri Inputs, IT, Oils, Packing and Property.

DC: What key entrepreneurial lessons came from those ventures?

KS: I learnt that focus is required and sometimes less is more. Also to have tenacity, determination, hard work and vision are an integral part of the success equation. People management is key to scaling and significant growth. Take measured risk and be prepared to fail.

Also 3 nuggets to young people starting out would be:

1. Keep trying and iterating until you find the sweet spot then
2. Stick to it and focus on execution with cash flow as King, profit is sanity and turnover is vanity
3. Persevere to the end and never give up until the job is done and results seen

DC: Tell us about WestProp Zimbabwe and include what inspired the idea.

KS: I had already achieved my target of 5 properties in 5 countries and was buying up old houses fixing them up, selling and renting them out and then realized one day the trading business would only take me so far however I wanted something bigger and lasting so we went looking for land to buy with my partner from Ukraine, we bought an existing development company called Houses for Africa and improved their management, business systems and profit margin as well as partnered with the City of Harare in a PPP.

DC: Mr Sharpe, please share with us some of the challenges you faced in your way and how you managed to maneuver?

KS: The PPP was excruciatingly difficult for the first 10-12 years as there was major internal interests that crossed the political divide and I have

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learned that private capital and government mentality are not conducive to effective and efficient businesses. I found that people base their perception on what the press portrays and not what is factual and real.

DC: As West Properties what services do you offer?

KS: At West Properties we offer luxury, exceptional and affordable properties in incredible World Class developments that are modern and classy at competitive prices that are virtually attainable to most middle income individuals in Zimbabwe.

DC: What other projects do you have at hand?

KS: Our Projects include Pokugara , Millennium Heights , Mall Of Zimbabwe , Mbudzi Market, Gunhill Rise and Pomona City and Homelands 263.

DC: How do you see the future of WestProp Zimbabwe?

KS: I think the future of West Properties is it's incredible vision and the amazing team that's been assembled to make that our mission is a reality . Zimbabwe is currently a great investment opportunity, especially in Real Estate and West Properties is a future proof, multi-generational business that shall continue to prosper for generations to come.

DC: What impact has WestProp

Zimbabwe brought to the community?

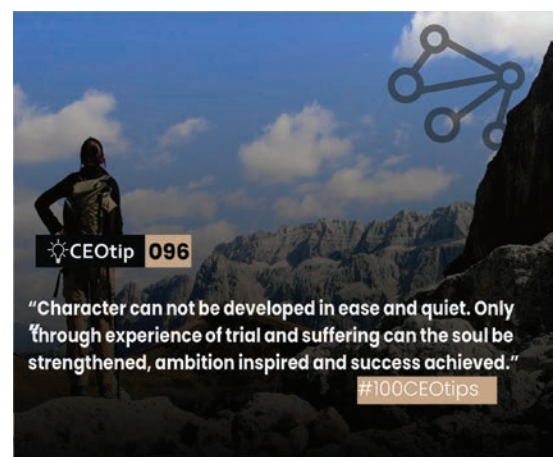
KS: Through our developments, we have brought luxury, excellence and hope. I believe that property development can be done using modern global standards and that affordable home ownership is a dream that can be a reality for many whilst creating employment and investment that eradicates poverty. On a social level , with our CSR program to give away 10% of profit to helping disadvantaged and less privileged orphans, children and woman, we have impacted different communities with our philanthropic efforts and we look forward to doing even more work in our communities .

DC: Is diversification a thing every entrepreneur should go for?

KS: I think Entrepreneurship itself is a challenging and difficult thing without diversification coming into the mix therefore staying focused and singular is more powerful than diversifying. If one however has developed the vision, discipline, work ethic and skillset, then by all means diversify. If there's anything that Covid and technology have taught us it's that we must always be ready to innovate and adapt to an ever-changing world.

DC: To close the interview Sir, what are your words of advice to other entrepreneurs out there?

KS: Nothing beats old fashioned honest hard work and with God, nothing shall be impossible! <END>





YVONNE CHIDO MUNYIKWA

Executive Director

Yvonne is a passionate leader with first class communication skills and a long track record of successful management, Spanning 16 years in the Occupational Health & Safety Industry. Yvonne is educated to a high level, with extensive knowledge of current economic, social and regulatory issues. An inspiring and motivational manager with first rate inter-personal skills and the ability and passion to develop the vision of any company. Able to push performance improvement whilst at the same time delivering growth. Always ensures that clear objectives and expectations are delivered and maintained.

She holds a BSc Honors in Management & Entrepreneurial Development Studies (Marketing Major) (WUA)
Diploma in Marketing (LCCI)

Diploma in General Nursing (Harare Central Hospital School of Nursing)
She is the founding Director for Star Safety (PVT) Ltd A supplier and consultant for Personal Protective Equipment in Zimbabwe serving the Mining, Agriculture, Manufacturing & Construction Industry

AWARDS

- Zimbabwe Investment Authority – 2nd Runner up – Woman Investor of the year 2017
- Zimbabwe National Women’s Awards – Entrepreneurial Leadership Excellence – Woman of the year 2018
- Woman Excel – Recognition – Successful Women in Zimbabwe 2018
- Woman Excel – Profiled – Vol.2 Book of successful Zimbabwean Women

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THE GENDER EQUALITY DRIVE

Shingai Mandoza

The modern society has depicted women as bold, fearless, determined and goalist. Hence, a vivid contrast had been established between the past and modern societies.

It is surprising that not long back, women felt intimidated by going into business as it was largely male dominated. This was due to the inferiority beliefs that were instilled in women as they were brought up in the past. The female gender was told to be submissive to their husbands and they could not do anything else aside from child bearing and looking after the household. The next generations followed the ideology and it became part of the culture.

Fortunately, awareness campaigns pertaining to gender equality has brought realization to women of today that both genders are equal and deserve equality in all spheres of life. This brought a major contrast between women who still hold on to beliefs of the past that gave men superiority and women who believe that times have changed. Women with ancient ideas pertaining to equality believe that a woman should not have educational qualifications or business initiatives above those of her husband this has discouraged most promising young women. There has also been awful labeling of successful women in business because they have done what they believe is impossible.

Nothing is more blissful than men and women having equal opportunities in the business world, decision making and political atmosphere, health sectors just to mention a few. It does get even more thrilling when the government backs up the initiative. The Zimbabwean government has full support of the gender equality as evident by the 2030 Agenda drive for fifty percent gender equality in all spheres. The milestones in achieving this agenda has been evident by the creation of the Women's Bank, the Ministry of Women and Gender affairs and the establishment of the Women's university just to mention a

few. This is definitely the start of many more establishments that will be put into place to give women continued support.

Due to such an incredible supporting base, a great number of women have ventured into business with confidence and attained high level positions such as Chief Executive Officer, Director, Manager and Heads of Departments. This has been made possible by the higher education that has been attained by women such as the masters degree, doctor of philosophy and post-doctoral degrees. The country has seen the emergence of female judges, CEOs, doctors, engineers, pastors and ministers. Not only has education enabled them to take up high positions in the workplace they have been further empowered and motivated and started their own businesses in both the formal and informal sectors.

Many more women are working their path into the business world heads held up high and a brave persona that is not afraid to take risks. <END>





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Nyasha Mangezi

"My name is Charlie and I suffer from Major Depressive Disorder (MDD). I've been on and off medication for the last 20+ years. I've attempted suicide three times and people don't understand why? When you have MDD, when something gets you down, like you owe someone money, or you can't find a job,....things other people will take in their stride, it becomes a major issue for me to the extent that only two things can happen. I can either sleep or I would want to kill myself. I see a therapist and I am on very good combination of medication that work excellent for me. The only bother is sometimes, I can't afford the treatment. With that MDD comes back in a big way," said Kamba

Perhaps many of us may have gone through what Charlie did without knowing or having a proper diagnosis, or most commonly being afraid of speaking out due to the stigma that is attached with mental disorders. My vision for this part series article is to demystify and destigmatize mental disorders in the workspace by promoting a more compassionate and practical approach to people who battle with mental disorders in the cooperate world.

What is mental health?

Mental health is a state of well-being in which an individual can cope with everyday

stressors, work productively, reach his or her full potential, and contribute to their community. Mental health, along with physical health and social well-being, is an essential component of overall health. Mental health is more than the absence of mental disorder. You can have a poor mental health without having an illness and likewise you can have good mental health with a mental disorder.

The importance of discussing mental health

The days of not talking about mental health are gone. Or at least they should be. Positive mental health is important because it allows us to cope with challenges, even good ones, and setbacks in our lives, both at work and at home. Having a good mental health gives us the ability to recognize, express and regulate our emotions. It affords us the ability to sympathize with others and to enable us to have basic cognitive and social skills. Positive mental health at work helps us to cope with changing roles and responsibilities. Not to mention difficult challenges. It helps us thrive in our roles, manage stress and boost our resilience. It allows us to reach our highest potential.

Next article: Mental Health in the work place and Support Systems. <END>



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INTERVIEW

TAFADZWA MAHACHI

Stanbic Bank

DC: Mr Tafadzwa Mahachi we are excited to have you in this edition, please tell us more about yourself?

TM: Thank you for giving me the opportunity to connect with your readers. I am a father of three, a banker and sometimes a very basic amateur sportsman. I am the Chief Finance Officer for Stanbic Bank, and have been with the Bank for 13 years. Before that, I was with KPMG Chartered Accountants in Harare for 7 years where I qualified as a Chartered Accountant. I joined KPMG after my A-levels at St Ignatius College in Chishawasha.

DC: Growing up, was it your dream to be working in a finance institution?

TM: Growth comes in different phases and settings, so in my high school phase I initially wanted to be a doctor largely because of family influences from my father and siblings. With time, I began exploring my own path after interacting with chartered accountants who visited St Ignatius College to provide career guidance to us. The value of these sessions should never be underestimated. A bit of reading and following of current affairs at the time revealed to me how generally successful chartered accountants were, and how adaptable they were in flourishing in different sectors of the economy. As a result of all these influences, sometime in A-level, I set out to join an audit firm once I had completed my secondary education. During my time with KPMG, I learnt more and the progression to Stanbic was mostly a matter of chance and timing, as happens so often in life. It also highlights the adaptability of chartered accountants that I mentioned earlier as my experience in the audit firm was mainly with manufacturing and industrial clients, but I was able to flourish at Stanbic. So, there you have, it wasn't a long-held dream that I fulfilled, but it has been a considerable and rewarding part of my life's journey.

DC: Which three characteristics

do you possess that you consider to have contributed to where you are now?

TM: I was blessed to receive a solid foundation from my parents, particularly through the values they instilled in me and the education they put me through. My parents were inspirational to me in how they toiled to move themselves from their rural circumstances where they walked 10km to school and didn't achieve a university education, to leaving me and my siblings residing in suburban Harare walking 5 minutes to get to our primary school, and having attained a minimum of a university degree each and further professional qualifications beyond that. So that drive and inspiration from my parents to improve myself and my family's circumstances is the first characteristic. From my mother, and tied to the first characteristic above, I learnt the value that one can earn from determination, goal orientation, and application (otherwise known as pure hard work). My career has always been challenging, and these three aspects of my character have helped me to succeed and surmount difficulties. Without them, I would not have withstood certain challenges, or persevered in difficult situations. Long hours-sometimes working through the night and going home at 0600hrs to bath and return at 0900hrs are not an uncommon occurrence in the professional world, as is working through weekends and holidays in certain cases. I lost my mother in 2013 but she lives on through the values she instilled in my sister and I as I still apply them to this day and benefit from them.

Lastly, I have been exposed to teams and leadership throughout my life, from my formative years in primary and high school, to my time with KPMG and Stanbic. Whether it was being a prefect, or being part of the rugby and soccer teams, I was being prepared for leadership of teams in the future, as well as how to play my part on a team. The old cliché -TEAM (Together, Each Achieves More) has really stuck with me and I value my teams and know that when we succeed as a

team, it leads to sustained success and growth for all members of the team. If there is one thing that I know for certain, it's that I know very little, but my team knows everything. My greatest reward is seeing my team members growing and flourishing in their careers and lives as I empower them and trust them to fulfill their potential.

DC: The Covid 19 Pandemic has affected many businesses and yours alike, what impact has it done to your line of work?

TM: We lost one of our dear colleagues and we continue to wish comfort for his family. We have staff members that also lost their family members and friends to the pandemic, so the human toll has been significant. We have invested in protecting our staff and customers from the virus through improving our working environment and purchasing the necessary protective equipment. We have also educated our staff and customers about the pandemic and how to protect themselves. At this stage in the pandemic's lifecycle, we have supported our staff by making vaccination easy for them to obtain as this is the only way to gain victory over the virus.

Where necessary, we have provided financial relief to our customers through adjusting terms and conditions for their facilities with us in order to help reduce the impact of the pandemic on their businesses.

DC: You work in a high office Sir; please narrate how you cope with the pressures?

TM: A simple realization came to me early in my life - worry produces no results. So, I endeavor not to stress but to direct that energy into finding a solution to the problem at hand. In addition, achieving balance in life is very helpful as I always look forward to new experiences and pursuing the hobbies and activities that I enjoy-this helps keep important matters in perspective and prevents neg-

ative energy. Furthermore, I believe in teamwork and asking for help-indeed, a problem shared is a problem solved. With the great team that I have around me, I know that the answers are there so I do not need to worry by myself-communicate, share, and you will get a resolution as a result. Lastly, and something reinforced by this pandemic and the losses we have suffered, is an appreciation of being alive and being able to wake up each day to enjoy life and continue my journey which remains a work-in-progress.

DC: Lastly, they say leaders are readers. Which books do you recommend to someone who really aspires to be like

you and what message can we take away from you?

TM: My reading subjects are very disparate, and I like to read about subjects that are about humanity and the sometimes-inexplicable things that humans visit upon each other. I recommend "Sapiens and Homo Deus" by *Yuval Noah Harari*. It puts our times in context and helps you appreciate how we are living in the best of times and have a great opportunity to further advance humanity as a species. "Why Nations Fail" by *Daron Acemoglu and James Robinson* is also quite educational about some of the issues bedeviling Sub-Saharan African states and how they can be changed so that we all have shared prosperity. <END>



CYBER SECURITY

With Mimmie

COVID19 ADVICE



This cyber security advice for businesses, charities, clubs and schools with up to 250 employees. You're likely to fall into this category if you do not have a dedicated team internally to manage your cyber security. COVID-19 has been and is a real challenge for businesses. The NCSC has produced guidance which will help small businesses meet those challenges. COVID-19 has seen many businesses shutter their physical premises and move their operations online, as far as possible. Internet shopping and home working have, almost overnight, become the norm.

This shift in working practices is very likely to have changed the nature and priorities of the IT services and support which your business requires. This guidance will help you determine how ready your business is for this digital transition and point the way to any new cyber security measures you should put in place.

Moving your business online will present some new risks. The first thing to do is establish what these are:

New Dependencies

Working online will inevitably mean placing

more reliance on digital technology, including online services such as web hosting, credit card processing and productivity tools like email, video and chat. Are your existing arrangements able to accommodate increases in use and reliance?

For example, do you have the necessary bandwidth to handle increased web traffic? Do you have sufficient online storage capacity? Are you regularly backing up your essential data? Do you have access to IT support?

Check your service agreements

For services you already have in place, there may be Service Level Agreements (SLAs) or contractual arrangements involved. It's worth reading these to be sure you have the resources in place that you think you do.

Securing devices and services.

Even if your business is already online, it's likely that your day to day operations will have changed significantly. Your staff may need to use their own devices to access services and data, which will present new risks.

Assessing the cyber security of your business

Online security is important, but it should be considered in the context of your overall business needs. Start by considering whether the measures you take to deal with the COVID-19 lockdown will become more permanent ways of working. For example, will you allow home-working to continue, will you look to expand your online business? If so, you will need systems in place which are sustainable and can scale as your business adapts and grows. Cloud services have been designed to meet this need, allowing you to grow or shrink your IT requirements in response to market conditions, without massive investment in hardware or personnel. They have many advantages in terms of security, but you as an end user will still be ultimately responsible for your data, how this is accessed and by whom.

Establishing a baseline

What technology do you use already? What IT assets do you own, operate and manage yourself? It's difficult to secure technology if you can't identify who's responsible. Is it your job exclusively? Your service provider's? Or a joint effort? Clarity is the important thing here.

Do you have access to IT Support? As you become more reliant on digital services to do business, you should think about how you'd cope if these services became unavailable. Detailing the services you use, identifying support levels and escalation routes, will help you understand and prepare for any issues.

What cyber security measures do you have in

place? What security policies are in place for your IT. Cyber Essentials provides a way to demonstrate to others that you have good security in place.

Are there any regulations you need to follow?

Rules are rules, even on the internet. If your business is now processing Personally Identifiable Information (PII) online, you will need to read up on GDPR. If you are processing card payment information, the Payment Card Industry Data Security Standard will apply. Be clear on the balance of legal and regulatory responsibility between you and your IT service providers.

Do you have cyber Insurance? Are any elements of it affected by your change in circumstances, such as working from home, running a predominately 'online' business, or by outsourcing key business functionality?

Talking to your IT Service Providers

Your business will probably rely on a number of IT service providers. You should check that you are happy with the cyber security measures they each have in place. If you are talking directly with your supplier, focus on these security issues:

Patching and updates: It is vitally important that Internet and cloud service providers keep software updated, and apply the latest security patches as soon as they become available. Ask your suppliers how often they patch the services you use, and check any contracts or SLAs to ensure that patching is included. Patching and updates are an important part of vulnerability management.

Backups: What sort of backup arrangements are in place and how often are these tested? If the service provider was, for example, to suffer a

ransomware attack, how would they recover their service and your data? You should determine how often your data is backed up, where it is stored, and who has access to it.

Access: Is your data, and the data of others, which you have responsibility for, being properly protected? Are you able to put 2 factor authentication (2FA) in place to limit access to your data and services?

Logs: Are logs being kept for security purposes? Logging can play a vital role in diagnosing any problems your systems are facing. As well as helping to determine if services are running optimally, logging can provide assurance that security controls are working effectively. Logs will also prove invaluable when responding to and recovering from security incidents.

Incident Response: What will happen if things go wrong? Service providers should operate on the presumption that they will be attacked. It should be clear how and when they will engage with you during a security incident. For larger businesses, our advice on security operations, monitoring and incident response goes into greater depth.

Security as a foundation for future growth

Moving your business from the physical to the digital securely will not only help your business grow confidently and sustainably, but it will also help to uphold your reputation with customers. Your security measures and those of your suppliers should be regularly reviewed. It's important to keep the dialogue open with your IT service providers, building a positive relationship and developing a better understanding of each other's responsibilities. <END>



“Some are born great, some achieve greatness, and some have greatness thrust upon them”- *William Shakespeare*. Engineer Tapiwa Onismo Nhemwa comes from humble beginnings, born in a family of five (3 girls and 2 boys), to two veterans of the liberation struggle. He is married to Kudzai Cyndy Tigone. Eng Tapiwa Onismo Nhemwa is the Technical Services Manager (District Engineer) for Zvimba Rural District Council. He is an accomplished Senior Manager and Engineer with 10+ years of experience in construction management, urban infrastructure development, staff management, operations planning, project management, and business management.

The youthful Engineer is a dependable leader with the ability to develop, coach, and motivate staff while interfacing with stakeholders on all levels. Madzibaba Eng Tapiwa (Changamire or King as he is affectionally called by his friends) is a professional with expertise in regulations, compliance, and safety procedures. Eng Tapiwa (Changamire or King) graduated from the University of Zimbabwe in 2010 with a Bachelor of Science in Honors Civil Engineering, he then proceeded to Midlands State University where he graduated with a Master of Business Administration in 2018.

He has also been awarded a Post Graduate Diploma in Project Management (2020) by the Project Management Zimbabwe and Certificate in Occupational Safety, Health, and Environment Course (OSHEMAC) from National Social Security Authority (2020) amongst numerous other qualifications and certificates. He will be graduating from the Chinhoyi University of Technology this October with a Masters in Engineering Project Management. He joined Zvimba RDC in 2012 after a two-year stint with the Ministry of Transport - Department of Roads Harare, Mashonaland East Province where he was the Resident Site Engineer for CU6 Wedza- Sadza Road Construction. Engineer Nhemwa believes in hard work,

Eng. Tapiwa Nhemwa

Technical Services Manager (District Engineer)
for Zvimba Rural District Council

innovation, ingenuity, collaboration, engagement and reconciliation for the prosperity of our Great Nation Zimbabwe.

Achievements

- Kuwadzana High-Density Stands Roads and Stormwater drainage construction for Zvimba Rural District Council.
- Murombedzi High-Density Stands Roads and Stormwater drainage construction for Zvimba Rural District Council.
- Murombedzi Water reticulation construction for Zvimba Rural District Council in conjunction with WHH and UNICEF.
- Construction of over seven (7) kilometers of surfaced road between July 2011 and November 2012 in Wedza.
- Seconded to a National Program - National Road Condition Survey as Provincial Project Engineer due to his work and leadership ethics.
- Supervised numerous infrastructural and service delivery projects for Zvimba Rural District Council since 2012.
- Supervised the servicing of the subdivision of 77 Merwede Township, Haydon Park, Shineplus Estate, Penrose Estate, Marconi of Kinvara, etc only to name a few

Appointments and Boards

- Former Chairperson of Middle Manyame Sub-Catchment Council Committee
- Former Member, Manyame Catchment Council Committee
- Chairperson Mashonaland West Engineers Forum 2016-2018 and 2021 to date

Professional Affiliations

- Member, Zimbabwe Institution of Engineers - ZIE131617.
- Member, Project Management Zimbabwe - PMH631.
- Member, Environmental Professionals Council of Zimbabwe - EPCOZ005P2021
- Student Member, Real Estate Institute of Zimbabwe.
- Student Member, Institute of Chartered Secretaries and Administrators in Zimbabwe.

Proverbs 3:3-6 “Trust in the LORD with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make straight your paths.” <END>



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Edwin Majakwara

CVO of Vash Holdings

Edwin Majakwara better know from Air Excellence but now assumed a new position as the CVO of Vash Holdings. 2016 we stepped on the limelight with a brand new and vibrant company Air Excellence our air conditioning division. This was just the beginning of an exciting adventure, after having worked for close to a decade for 3 different air conditioning companies. There was always that missing factor I tried hard to put it across but no one understood me.

I made a decision to move up and do all the things I wanted to do and fill the gap within the industry. I had crazy ideas and risk is something I love to take. 2016 I resigned at my job in January and in February I was sitting on the mezzanine floor in my office and it was the prestigious ZIMDEF house office 16B. 2017 I got a boost I was nominated for the ZNCC young entrepreneur award my first award, later in the year Air Excellence was listed on the top 100 business awards by the Zimbabwe Business Awards and runner up to the best Air Conditioning company. As if it was not enough last year, I was crowned the Northern Region award 2020 Entrepreneur of the year Platinum winner by Megafest.

Apart from all the joys there were some down moments too and at times I felt like quitting but my team did not allow this. There would stand with me and cheer me up, its just a phase we will get over it. Let diversify and we did, we moved in to the solar world and boom Advanced Energy Solar Systems was born before it was time, we came up with another unit Smart Secure Systems

our security systems division.

My team was so creative and had big dreams and did I tell you it was an all-female crew? making all these great moves. I built a strong team off ladies that had no idea of the industry but were so eager to take the male dominated industry.

We moved on entered more avenues like the medical section with Top Edge Medical supplies, we ventured in to the generator and electrical works field with Voltage Wolves and we have been gaining ground day by day. Our thirst to conquer did not stop we entered in to the construction industry recently with our unit Home Konnect. Our current project is Virtual Kitchens to make up 7 functional units and now under the household name Vash Holdings.

Vash holdings is now the parent company to the following subsidiaries.

- Air Excellence; Air conditioning division.
- Advanced Energy Solar Systems; Solar division.
- Smart secure systems; Security division.
- Home Konnect; Construction division.
- Virtual kitchens; Interior designs.
- Top Edge Medical Supplies; Medical Consumables.
- Voltage Wolves; Generators and Electrical installations.

Our main objective is to provide a turn key project to our clients at large we have noted with concern how clients are handled out there and we want to bring back the customer satisfaction. <END>



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