



March 2016

TETA Programmes 2015 Module 4 Report

Gordon Institute of Business Science

University of Pretoria

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Report outline

- 1 Introduction
- 2 International Leadership Development Programme (ILDP)
- 3 International Executive Development Programme (IEDP)
- 4 Successes, challenges and lessons learnt
- 5 Looking ahead

01

Introduction

1. Introduction

- The IEDP delegates travelled to the United States from the 30th of January to the 8th of March 2016. The delegates spent two days in New York City and five days in Orlando. They had the chance to visit companies in the transport and logistics sector and attended the Operational Excellence and Building Integrated Supply Chains course at Crummer Graduate School of Business, Rollins College.
- The ILDP delegates travelled to Singapore and The Netherlands from the 20th of February to the 5th of March. They also had an opportunity to visit companies and interact with stakeholders in the sector. They attended lectures at UniSim Business School, RSM and High Tech Campus Eindhoven.
- Delegates at both levels continue to work on their Action Learning Projects with feedback being provided by the coaches.
- They are also working on their Individual Business Improvement Projects.

02

ILDP

2. ILDP

Module 4 ran from the 20th February to the 5th of March. Delegates got the opportunity to visit companies and be addressed by various speakers involved in the Transport and Logistics sector. The groups once again received guidance from their ALP coaches.



2. ILDP Module 4 – Schedule - Singapore

Mon, 22 Feb 2016	Tues, 23 Feb 2016	Wed, 24 Feb 2016	Thurs, 25 Feb 2016	Fri, 26 Feb 2016
08h30 – 09h00 Integration <i>Bonita Lee-Shew</i>	08h30 – 09h00 Integration <i>Bonita Lee-Shew</i>	08h30 – 09h00 Integration <i>Bonita Lee-Shew</i>	08h30 – 09h00 Integration <i>Bonita Lee-Shew</i>	08h30 – 09h00 Integration <i>Bonita Lee-Shew</i>
09h00 – 10h30 UniSIM Programme Prelude & Introduction to Singapore <i>Dr Jenson Goh & Guest Speakers</i>	09h00 – 10h30 Operations & Supply Chain Concepts Related to Case Organization <i>A/Professor Tan & Guest Speakers</i>	09h00 – 10h30 Civil Aviation Authority of Singapore Visit	09h00 – 10h30 Sharing by seasoned practitioners of two selected cases in the book “ Managing Logistics & Supply Chain Management Challenges: Singapore Insights & Perspectives ” <i>A/Professor Tan & Guest Speakers</i>	09h00 – 10h30 Preparation for formal presentation by project teams Facilitated by <i>A/Professor Tan & Dr Jenson Goh</i>
10h30 – 10h45 Tea	10h30 – 10h45 Tea	10h30 – 10h45 Tea	10h30 – 10h45 Tea	10h30 – 10h45 Tea
10h45 – 12h00 Programme Prelude & Introduction to Singapore (continued) <i>Dr Jenson Goh & Guest Speakers</i>	10h45 – 12h00 Operations & Supply Chain Concepts Related to Case Organization (continued) <i>A/Professor Tan & Guest Speakers</i>	10h45 – 12h00 Civil Aviation Authority of Singapore Visit (Continued)	10h45 – 12h00 Sharing by seasoned practitioners of another two selected cases in the book “ Managing Logistics & Supply Chain Management Challenges: Singapore Insights & Perspectives ” <i>A/Professor Tan & Guest Speakers</i>	10h45 – 12h00 Preparation for formal presentation by project teams Facilitated by <i>A/Professor Tan & Dr Jenson Goh</i>
12h00 – 13h00 Lunch	12h00 – 13h00 Lunch	12h00 – 13h00 Lunch	12h00 – 13h00 Lunch	12h00 – 13h00 Lunch
13h00 – 15h00 Strategy & Leadership Primer <i>Dr Jenson Goh</i>	13h00 – 15h00 Case Organization Visit (Yang Kee Logistics) <i>A/Professor Tan & Dr Jenson Goh</i>	13h00 – 15h00 Port of Singapore Authority Visit	13h00 – 15h00 Amazing Race Activity	Presentation of problems & solutions by project teams to Senior management of Yang Kee Logistics & Dean of Business School, UniSIM
15h00 – 15h15 Tea	15h00 – 15h15 Tea	15h00 – 15h15 Tea	15h00 – 15h15 Tea	15h00 – 15h15 Tea
15h15 – 16h30 Strategy & Leadership Primer (continued) <i>Dr Jenson Goh</i>	15h15 – 17h00 Case Organization Visit (Yang Kee Logistics) (continued) <i>A/Professor Tan & Dr Jenson Goh</i>	15h15 – 17h00 Port of Singapore Authority Visit (Continued)	15h15 – 17h00 Amazing Race Activity	15h15 – 18h00 Reflection on Learning <i>Bonita Lee-Shew & Dr Jenson Goh</i>
18h00 – 19h30 Welcome Gala Dinner	FREE TIME	18h00 – 19h30 Cultural Event	18h00 – 19h30 Sentosa Island Dinner	18h00 – 18h30 Closing Reception – light refreshments

2. ILDP Module 4 – Schedule - Rotterdam

Time	Saturday 27 February	Time	Sunday 28 February	Time	Monday 29 February	Time	Tuesday 1 March	Time	Wednesday 2 March	Time	Thursday 3 March	Time	Friday 4 March
Location		Location	Hotel, Zaandam, Amsterdam		RSM		Cambridge Innovation Center (CIC)		Eindhoven		Port of Rotterdam		RSM
		7:00-9:00	Breakfast	7:00-9:00 (7:45-8:45)	Breakfast & check out (ALP meeting at the hotel)	7:00-8:00 8:00-8:15	Breakfast Travel to CIC (by foot)	7:00-9:00	Breakfast	7:00-8:30 8:30-9:00	Breakfast Travel to RDM	7:00-9:00 9:00-9:30	Breakfast Travel to RSM
		9:00-11:00	Free time	9:00-10:30 10:30-11:00 11:00-11:30	Travel to Rotterdam Check in at Hotel & store luggage Travel to RSM	8:15-10:00 10:00-10:15	Lecture 2a Prof Heerkens, Automated Guided Vehicles Coffee/tea break	9:00-11:00 11:00-11:15	Travel to High Tech Campus Eindhoven Welcome with coffee/tea	9:00-10:30 10:30-10:45	Lecture 4a Rob Zuidwijk, Endowed Professor Ports in Global Networks, RSM Erasmus University coffee/tea break	9:30-12:30	Learning Review and Program Closure
		11:00-12:30	Venue at hotel: Registration at Study Tours, welcome and introduction	11:30 - 12:30	Integration meeting at RSM	10:15-11:30	Lecture 2b Prof. Heerkens, Automated Guided Vehicles	11:15-13:15	Lecture 3 Carlo van de Weijer, Director Strategic Area Smart Mobility & Visit Automotive Lab at TU Eindhoven	10:45-12:00	Lecture 4b Rob Zuidwijk, Endowed Professor Ports in Global Networks, RSM Erasmus University	12:30-14:00	Closing lunch at RSM
		12:30-13:30	Lunch	12:30-13:30	Lunch at RSM	11:30-12:30	Lunch at CIC	13:15-13:45	Travel	12:00-13:00	Lunch at RDM	14:00-17:30	Return to the hotel Afternoon at leisure Late check out. Cash allowance for dinner
13:45	Arrive DXB	13:30-14:30	Depart for Zaanse Schans					13:45-15:00	Lunch at The Lounge located at the Strip of The High Tech Campus Eindhoven	13:00 - 15:30	Port of Rotterdam - Guided tour on the bus guided by John Peelen, Port expert		
15:15-20:00	Departure DXB & travel to Amsterdam	14:30-16:00 16:00-16:30 16:30-17:00	Zaanse Schans Guided tour Free time at Zaanse Schans Travel	13:30-15:00 15:00-15:15	Lecture 1a Doing Business (with)in Europe(an Union) by Prof. Koen Berden, member of the Board of Directors at World Trade Institute Coffee/tea break	12:30-15:30	Guest speaker (and cofee break)	15:00-16:30	Guest speech Hans Brouwhuis, Site Manager and Manager PCP Excellence Department at NXP Semiconductors	15:30 - 20:00	Venue at hotel: ALP work	17:30-19:00 19:00	Depart the hotel Check in for flight
20:00	Arrive AMS. Meet and assist on travel. Coach transfer to hotel in Amsterdam. Check in. Snack platters in rooms	17:00-19:00 19:00-23:00 22:30-23:00	Amsterdam Canals Guided tour Opening dinner The Harbour Club (arrival per boat) Return to hotel	15:15-16:30 16:30-17:00 17:00-18:00 18:00-20:00 from 20:00 onwards	Lecture 1b Doing Business (with)in Europe(an Union) by Prof. Koen Berden, member of the Board of Directors at World Trade Institute Travel to hotel Free time Venue at hotel: ALP work Free time	16:30-16:45 16:45-18:30 18:30-19:00 19:00-23:00 23:00-23:30 from 23:30 onwards	Travel to hotel (by foot) Free time Travel to dinner Cultural dinner at Euromast Travel to hotel Free time	16:30-18:30	Travel back to hotel in Rotterdam Dinner at leisure - cash allowance to be provided			22:00	Dep for DXB

3. ILDP – Module 4 Programme Evaluation - Singapore

GIBS PROGRAMME EVALUATION REPORT	
FORM NO:GIZ1 Ver 1.5	
PROGRAMME NO.:	15CPCSP152
PROGRAMME TITLE:	TETA ILDP 2015
PROGRAMME DATE:	22 Feb to 29 Feb 2016
NO. OF STUDENTS:	23
PROGRAMME MANAGER:	Amanda Bougardt
NO OF RESPONSES:	22
VENUE:	Singapore Immersion
	%
Civil Aviation Authority of Singapore - CAAS	90.7%
Port of Singapore Authority	91.5%
Amazing Race	98.0%
Integrator evaluation - Bonita Lee-Shew	96.0%
Programme Administration & Management	89.4%
Overall Programme Experience	96.0%

The programme was rated very well with all the sessions receiving scores of 89% and above. The comments were positive as evidenced below:

"Very good. Nice global view from an executives point of view."

"Got an opportunity to learn / see the stations and to ride the train."

"Thank you, was an amazing experience on both a professional as well as personal level. Great commitment from the GIBS team as usual. Looking forward to the high standards being met at Amsterdam."

"Very well managed."

"Embark on the journey of influencing, to have leadership that is in line with the direction of the country and intuitions that are relevant."

"The best experience, very well planned."

3. ILDP – Module 4 Programme Evaluation- Rotterdam

GIBS PROGRAMME EVALUATION REPORT	
FORM NO:GI21 Ver 15	
PROGRAMME NO.:	15CPCSP152
PROGRAMME TITLE:	TETA ILDP 2015
PROGRAMME DATE:	29 Feb - 4 Mar 2016
NO. OF STUDENTS:	23
PROGRAMME MANAGER:	Amanda Bougardt
NO OF RESPONSES:	22
VENUE:	Rotterdam The Netherlands
	%
Rotterdam School of Management (RSM) - Prof. Koen Berden,	96.0%
Cambridge Innovation Center (CIC) - Prof. Heerkens and Michael Nijdam,	94.0%
Euromast Cultural Dinner	91.0%
Eindhoven High Tech Campus - Carlo van de Weijer	97.0%
Port of Rotterdam	96.0%
Guest speaker - Prof. Michael Nijdam	92.0%
Guest Speaker - Hans Brouwhuis	91.0%
Guest Speaker - Rob Zuidwijk	94.0%
Guest Speaker - John Peelen	88.0%
Integrator evaluation - Bonita Lee-Shew	99.3%
Programme Administration & Management	88.7%
Overall Programme Experience	95.3%

The programme was rated very well with all the sessions receiving scores of 88% and above. The comments were positive as evidenced below:

"I was so impressed about the way the warehouse was organised and safety was considered. The amount of work done in a day and the technology application was so high."

"Excellent out the box thinking and how it can bring greater overall efficiency. Unmanned air cargo brilliant idea. Port presentation, good presentation, factual and informative. Very good speakers with good abilities to engage audience."

"Loved the forward thinking space they operated in. Awesome lecturer, knowledgeable with great passion for his career. Good exposure for team to view robots and development managed to open my mind to possibilities."

"Seeing the port in action gave ideas of what we still can do in SA to increase efficiency."

03

IEDP

2. IEDP

Module 4 ran from the 31st January to 6th March in New York City and Orlando. Delegates got the opportunity to visit companies and be addressed by various speakers involved in the Transport and Logistics sector (please see schedule on next slide for detail). The delegates attended the Operational Excellence and Building Integrated Supply Chains course facilitated by Dr. Emmanuel Kodzi at the Crummer Graduate School of Business, Rollins College.



3. IEDP Module 4 - Schedule

Day/Time		Sunday 31 January	Monday 01 February	Tuesday 02 February	Wednesday 03 February	Thursday 4 February	Friday 05 February	Saturday 06 February	
07h00- 12h00		08h15 – 10h30 Arrival in New York and check into hotel	Breakfast	06h00 – 10h30 Travel to Florida	Breakfast	Breakfast	Breakfast	Breakfast	
			08h00- 09h00 Integration on bus		07h45- 08h20 Travel to Rollins	07h45 - 09h00 Travel to Space Coast	07h45- 08h20 Travel to Rollins	07h45 – 08h20 Travel to Rollins	
		11h30 – 12h30 Briefing and travel to GCT	09h00 – 11h00 New York & Atlantic Railway Lunch on bus 12h00 – 14h00 Metropolitan Transit Authority	11h15 – 12h15 Lunch at Orlando International Airport (OIA)	08h30 -09h00 Integration 09h00 - 12h00 Operational excellence and building integrated supply chains	Morning session on the bus 09h30- 12h00 Canaveral Port Authority Tour Guided tour and debrief	08h30-09h00 Integration 09h00 - 12h00 Operational excellence and building integrated supply chains	08h30 – 09h00 Syndicate Integration 09h00- 11h30 Syndicate Presentations	
12h00- 13h00		Lunch			Lunch Panel Discussion	12h00- 13h00 Lunch	Lunch on the bus	12h00- 13h30 Graduation Ceremony & lunch	
13h00 -17h00		12h30 – 14h00 Grand Central Terminal tour	14h30 – 18h00 JobsFirstNYC International Association of Public Transport (UITP)	12h30- 14h00 Tour of OIA	13h00 – 17h00 Operational excellence and building integrated supply chains 17h00- 18h00 Travel to Restaurant	13h00- 13h30 Travel to Kennedy Space Center (KSC)	13h00-16h30 Walt Disney World guided tour, panel and debrief	14h00 Bus departs for hotel Delegates at leisure	
		14h00- 17h00 Amazing race		14h30 – 16h30 Debrief and introductory session		14h00 – 17h30 KSC, Guided tour, Launchpad	17h00- 21h00 Explore other interests at leisure and enjoy dinner at restaurant of your choice		
18h00-20h00		Delegates at leisure/ALP	Delegates at leisure/ALP	Dinner/Syndicate work	18h00 – 19h30 Dinner and guest speaker	Dinner/Syndicate work			

3. IEDP – Module Programme Evaluation- New York

GIBS PROGRAMME EVALUATION REPORT	
FORM NO:GI21 Ver 15	
PROGRAMME NO.:	15CPCSP150
PROGRAMME TITLE:	TETA IEDP 2015
PROGRAMME DATE:	31 January to 1 February 2016
NO. OF STUDENTS:	23
PROGRAMME MANAGER:	Lerato Mahlasela
NO OF RESPONSES:	18
VENUE:	New York City - USA
	%
Grand Central Terminal-	94.0%
Amazing Race	85.0%
New York & Atlantic Railway-	90.0%
Metropolitan Transit Authority	90.5%
JobsFirstNYC	87.5%
International Association of Public Transport (UITP)	94.0%
Integrator evaluation - Amy Moore	94.0%
Programme Administration & Management	92.0%
Overall Programme Experience	94.7%

The programme was rated very well with all the sessions receiving scores of 85% and above. The comments were positive as evidenced below:

"The Grand Central Terminal is a historical building that has been kept relevant until today. The PPP model used is tailor made for the terminal when it comes to restaurants."

"New York and Atlantic Railways is a good model on how medium and small operators can remain sustainable within the rail operations."

*"Interesting content and well delivered, relevant to ALP. Speakers were engaging and had a wealth of information."
"Good presentation, highlighting the importance of planning ahead to inform capital expenditure requirements and execution.."*

"Andrew Bata and Jacob really are agents for change and can be of great assistance in many of such projects in SA."

"Assisting us in putting classroom material into practice (practical)."

3. IEDP – Module Programme Evaluation - Orlando

GIBS PROGRAMME EVALUATION REPORT	
FORM NO:GI21 Ver 15	
PROGRAMME NO.:	15CPCSP150
PROGRAMME TITLE:	TETA IEDP 2015
PROGRAMME DATE:	02February to 6 February 2016
NO. OF STUDENTS:	23
PROGRAMME MANAGER:	Lerato Mahlasela
NO OF RESPONSES:	23
VENUE:	Orlando, Florida - USA
	%
Alberto Cabrera - Canaveral Port Authority	88.7%
Steve Szabo - Space Florida	90.0%
Kennedy Space Center	95.3%
Emmanuel Kodzi - Day 1	96.9%
Emmanuel Kodzi - Day 2	94.3%
Emmanuel Kodzi - Day 3	97.7%
Emmanuel Kodzi - Day 4	96.7%
Integrator Amy Moore	91.3%
Speaker - Noranne Downs - Florida Department of Transportation, District Five	73.3%
Guest Speaker - Carolyn Fennell - Orlando International Airport	96.0%
Guest Speaker - Jacob Stuart - Central Florida Partnership	96.7%
Panel Discussion - Beata Stys, Palasz, Ryan Marks, Scott Sorensen	85.6%

Except for the evening session which scored 73.3%, all the other sessions and experiences were rated well. Delegates indicated that they were tired after a very intense day in class. The other scores ranged from 85.6% to 97.7%. The comments were positive as evidenced below:

"Differentiate yourself to add value. Relationships create the necessary momentum to get things off the ground."

"I have direct interest, I will bring children from Africa so they can contribute to the future.."

"NASA was awesome. Thank you!, It was a WOW experience. "

"I did not expect that we will focus on partnership and supply chain - I thought we will cover the basic. It is exciting to see that we are going deep into the subject and concepts."

"Emmanuel has a way of getting student to participate in a rich discussion and his experience assists in directing the discussion."

"SRS will definitely implement some learnings back home."

04

Successes,
Challenges and
Lessons Learnt

4. ILDP Successes, challenges and lessons learnt thus far



1. The delegates found the content relevant and practical.
2. The immersion was successful and delegates continue
3. Daily integration sessions built into the programme worked extremely well.



1. One delegate, Anneline Schmidt did not attend the immersion. No notification of her intention not to participate was provided.
2. Challenges regarding the declined visas
3. Some delegates thought that GIBS would be paying for the delegates 'visas.
4. Siyabonga Ncube forgot his passport on the plane whilst disembarking which in Dubai resulted in a 48 delay in his joining the group in Singapore.
5. Frans Mokwala was left behind at the train station in Singapore after the Amazing Race.
6. There was dissatisfaction with the level of engagement and interaction with the Seekers agent.
7. Too long in transit from Singapore – Dubai – Amsterdam.



1. Consider more direct flights to destinations
2. A city bus tour should be included to assist delegates in getting to know their surroundings.

4. ILDP Delegate reflections

"The Singapore leg of the trip was really great and I enjoyed the interaction at SIM university. It was nice to see their attitude towards lifelong education, I learnt a new word here, "Meritocracy" – lifelong learning. It was also great seeing how as South Africans our institutes are on par with other international institutes. I found the content I learnt during my study blocks at GIBS on a similar level to what we were exposed to at SIM. The local hospitality was really something from the interaction at SIM to the people at the hotels, the taxi drivers and the locals in the street."

Famanda– thank you for travelling with us, for managing the program from the sponsors side, for offering valuable advices and inputs, for taking an interest in our development, for encouraging and guiding us please can you extend our gratitude to the TETA management and the CEO, we were never alone, were taken care of and I can confidently say this was real development and no holiday as not only did we learn in class but company visits gave us reality of what can be achieved back at home."

"I feel blessed and thankful to have been chosen for the program,

- TETA – I owe my giving back to our country to TETA!!! Thank for heading the call for ensuring that South Africa moves forward, for cultivating talent and for making sure that we as individuals are prepared and developed for leadership in the transport sector.
- ILDP program – the program has had an impact on my career and will have life changing impact on me as an individual even in future, I no longer have a one sided view but my view is getting bigger."

"I have learnt a lot about myself from this journey and am discovering that perhaps leadership is an internal shift. Coming back to the Amsterdam leg I felt truly privileged and honored to have been booked into the Hilton. What a nice feeling to be treated to a 5 ***** experience. The exposure and the site visits at Amsterdam and Rotterdam were really eye opening. I think sometimes we tend to live in our own silos and having the opportunity to visit the Euromast University of Technology was really awe inspiring. To see live Artificial Intelligence in motion is something very few people have been privy to. I felt quite small thinking of how many brilliant minds we were surrounded by. It was nice to see however that the great minds we met were so humble and down to earth. The talks and presentations were captivating and thought provoking."

4. IEDP Successes, challenges and lessons learnt thus far



1. The delegates continue to find the content relevant and practical
2. The immersion was successful and delegates continue to reflect on how the experience impacted them
3. The partnerships with and Peter Cohen in New York and Rollins college in Orlando proved to be successful. They provided high quality faculty and organised appropriate engagements and visits
4. The travel partner also served the programme well



1. The 7 days on the ground in the United States proved to be insufficient. Whilst delegates appreciated being exposed to as many companies and experiences as possible, their feedback was that it was rushed.
2. Lucky Kolobe was left behind at JFK and had to catch another flight to Orlando
3. A smaller allowance was made available to the delegates on their first night in Orlando and the Hotel service was below standard



1. A recommendation was made to Famanda and Claire that the time allocated to the IEDP be reviewed. 10 days on the ground should be considered.
2. Allow for more time in between transit and consider direct flights.
3. Allow for stipends throughout the trip
4. Allow for more action learning coaching time
5. Allow for more down for reflection and for cultural experiences

4. IEDP delegate reflections

"Hi Family. That is what you're been the last 10 days, and that I will treasure for years to come. As I was sitting and reflecting on our trip (after only waking up at 13pm) I am lost for words, what an unbelievable experience and again I realised, the opportunity, the privilege that has been bestowed upon us. This was really and truly an awesome trip, something so special that I know I will never ever forget. I want to therefore thank everyone who made this trip memorable. To the organisers, Lerato, Amy, Vanessa, Shannon, Famanda and most of all Madam CEO of TETA, thank you, thank you, Thank You so so much.

There are no words to describe the appreciation nor the feeling. To the team, you guys are and were awesome, the different personalities, characters and we all came together when the going gets tough.

I believe I have made friends for life. Only good things can come from this. Hope to see you all soon again.

Love you all!!"

"Truly transformational. Deep and profound gratitude to all who made it possible."

"So true. Thanks to TETA and GIBS. Wow! What an experience."

Well said all, I concur, awesome experience, once in a lifetime, an incredible education. Congratulations to the organizing committee and the sponsor.

"Well said Robert. We are indeed grateful for the opportunity given to the IEDP 2015."

"I agree it was, is and will always be a remarkable experience where I can reflect on the moments and apply all the lessons of learning in all aspects of life. Thank you all."

"Words cannot express my appreciation to have been part of the team. Special thanks to TETA for making it possible and having a vision & to GIBS for proper implementation."

"I am also truly grateful and humbled by the experience, the knowledge that we have gained and the new long lasting friendships. Thank you TETA , GIBS, Rollins College, Tourvest and all my school mates."

05

Looking ahead

5. Looking ahead

- Delegates will continue to work on their ALPs and IBIPs
- They will submit their assignment for module 4 and write their last exam
- Module 5 of IEDP will run from 6 to 7 April 2016 at GIBS
- Module 5 of ILDP will run on 26 to 27 May at GIBS

GIBS Programme team



Amanda
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