



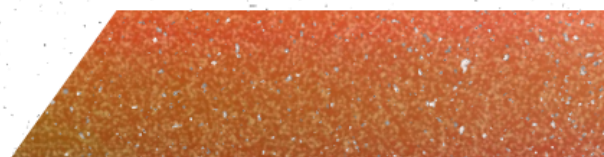
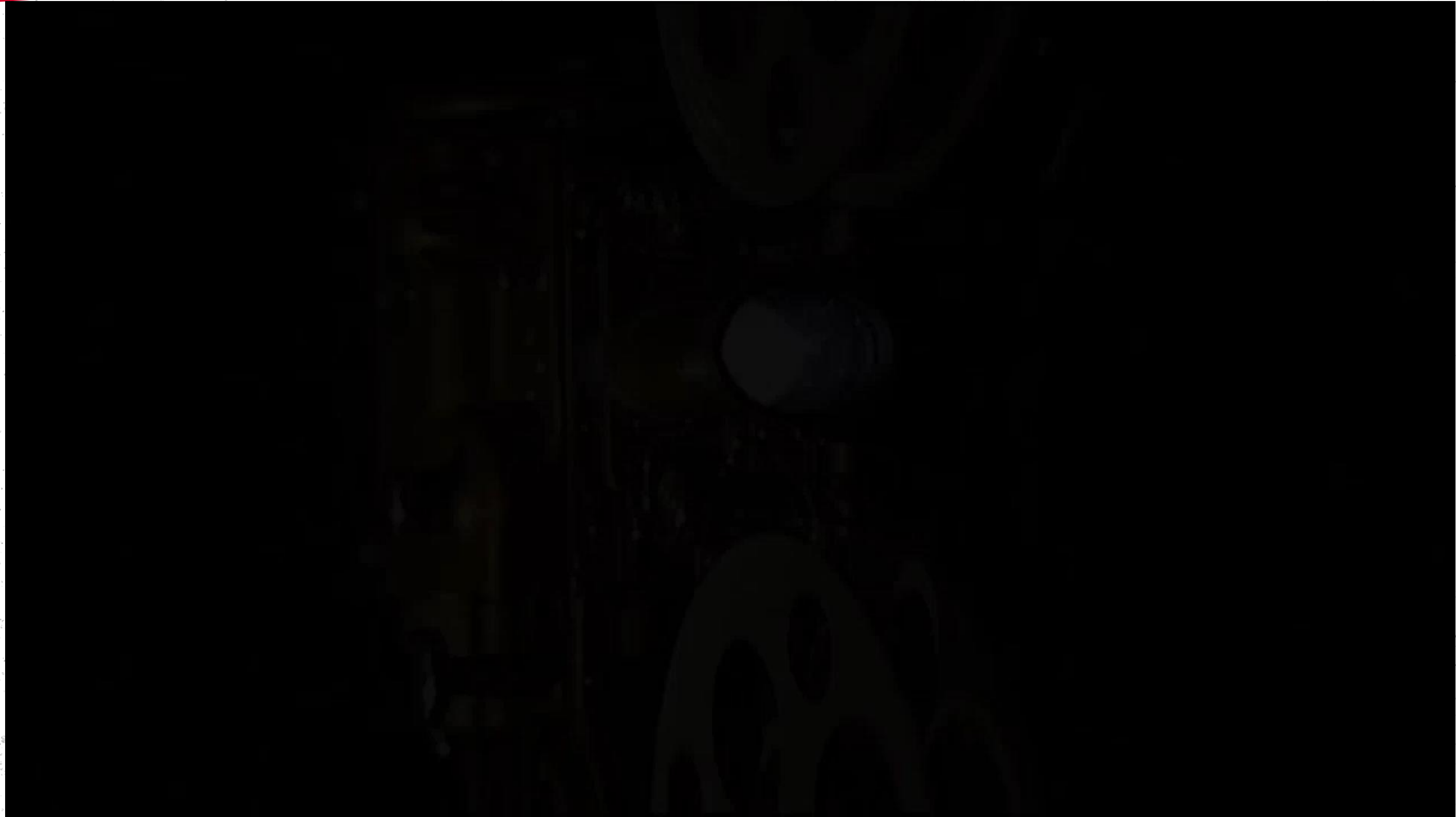
SAPICS 2025

**From Local Roots to Global
Reach: Innovation in
Motion**

Linda Reddy



History of Nandos



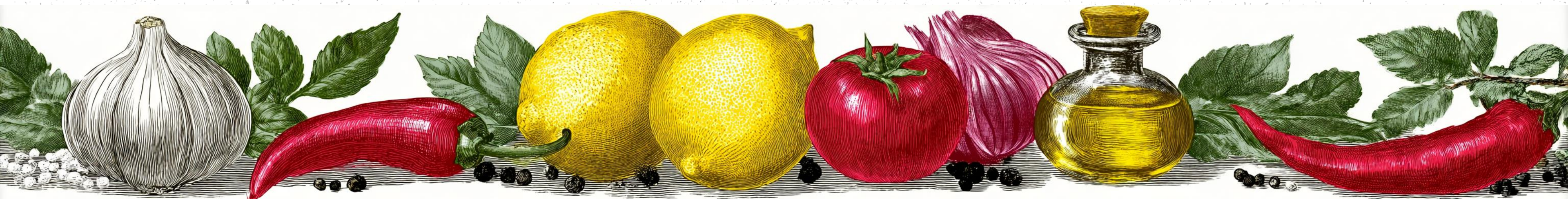
Nando's has a restaurant and retail presence in over 20 countries



Retail Presence



Your Nando's sauces are sourced locally



Over 400 individual products exported from Southern Africa to the rest of the world



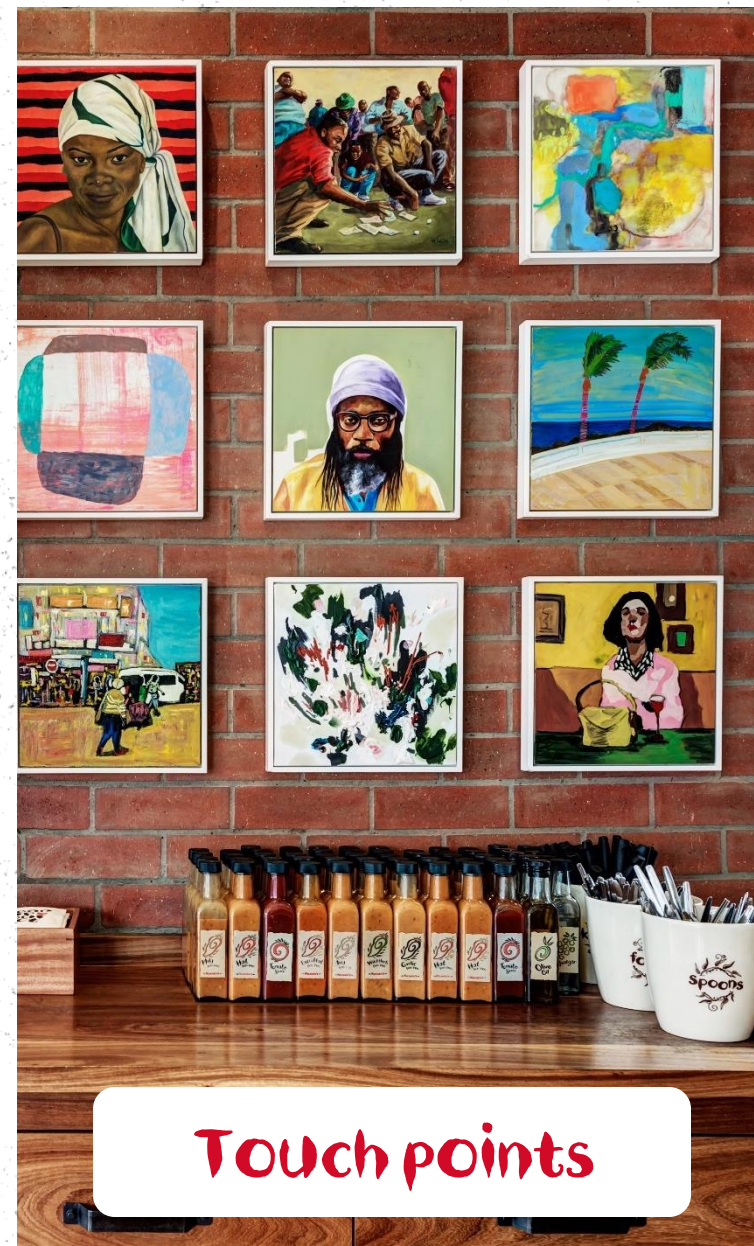
ABE Chillies



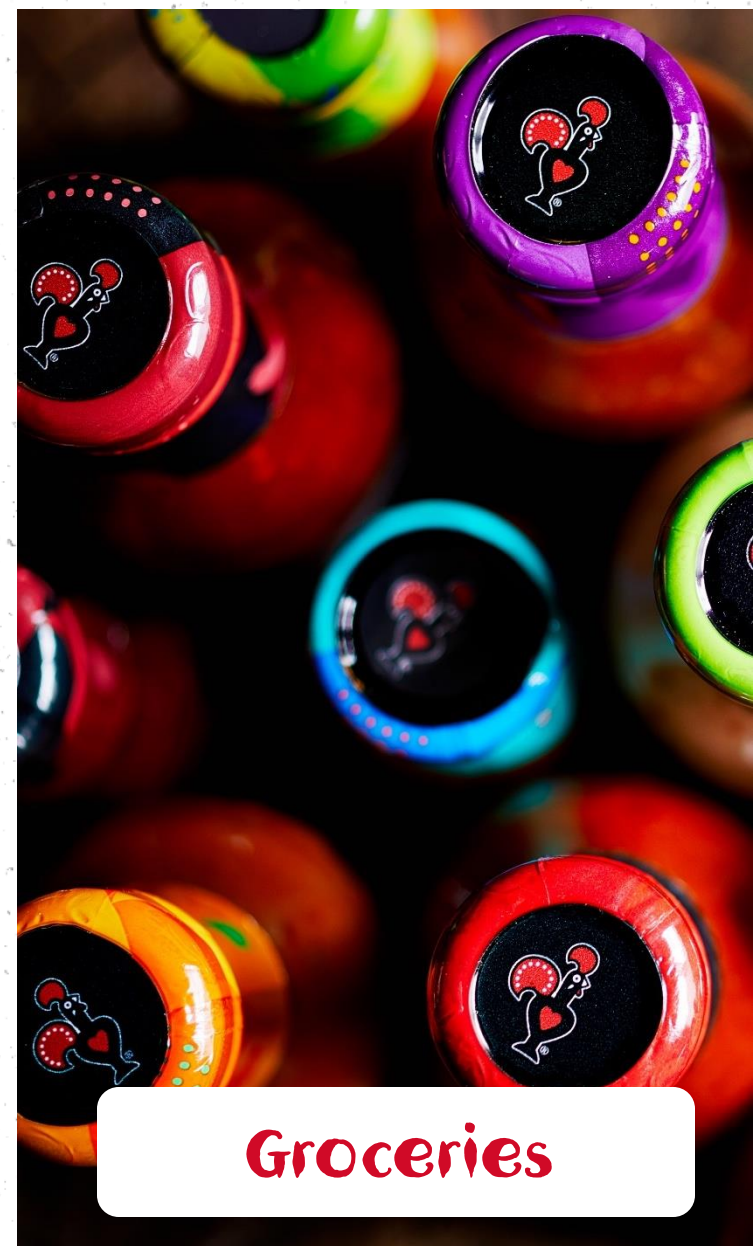
Art and Furniture



Uniforms



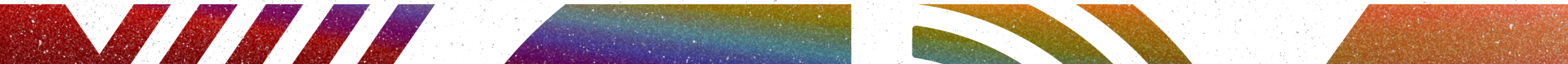
Touch points




Groceries

Over 60 people sitting in South Africa working with teams from Auckland (New Zealand) to Texas (USA)

“It’s the people that make the sauce”

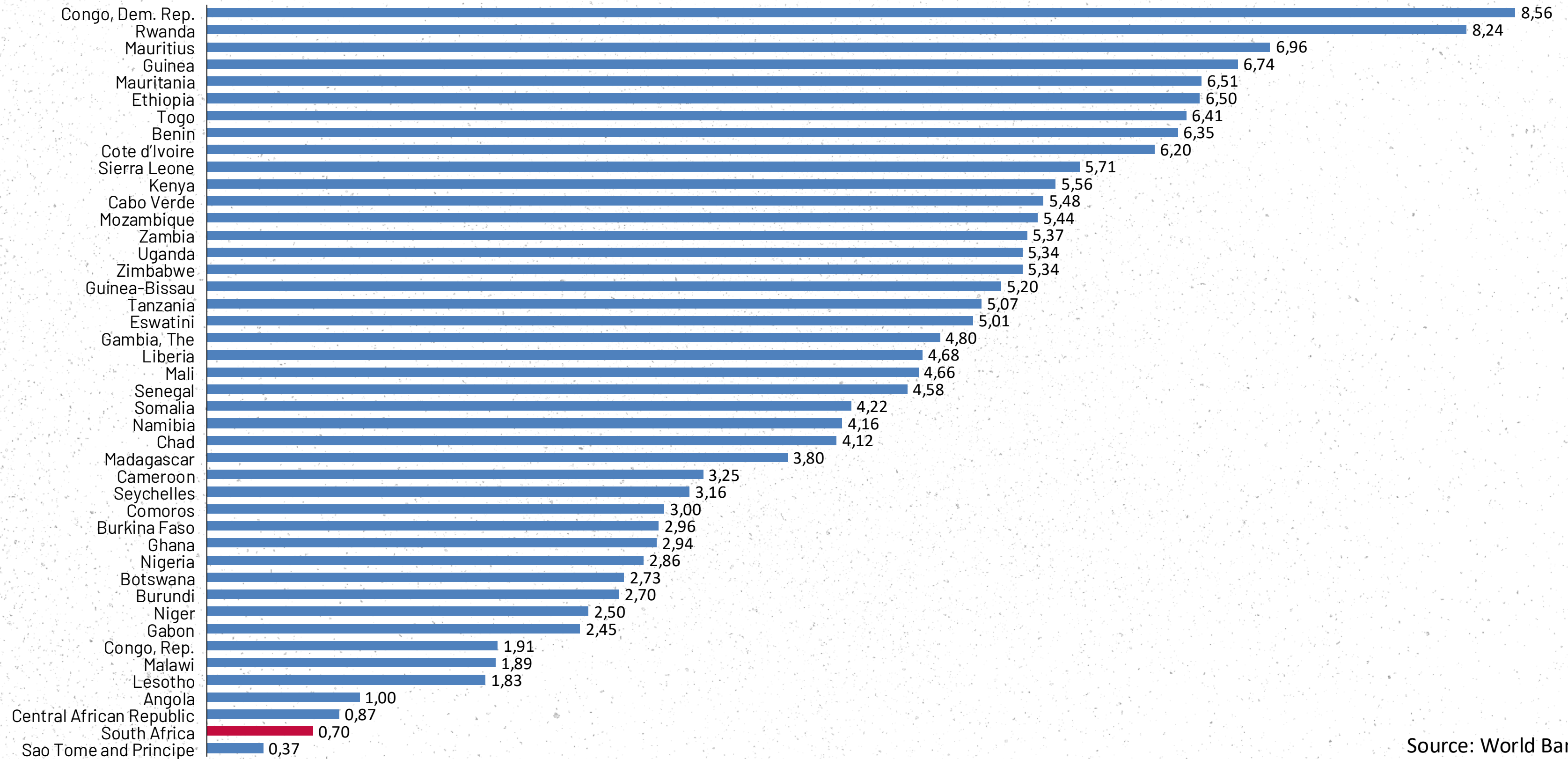


A man in a blue and red plaid shirt and a dark cap is speaking to another man in a green shirt. The scene is outdoors with trees and a fence in the background. The text 'for paying lobola for his wife' is overlaid on the image.

for
paying
lobola
for his
wife

South Africa's growth rate is amongst the lowest in Sub-Saharan Africa

2023 GDP Growth Rates



Source: World Bank

World Bank conducted research to understand South Africa's weak export performance



Finding 1: South Africa's exports have expanded more slowly than the rest of the economy and remained highly concentrated in a few products and markets.



Finding 2: While South Africa's exports to African markets have expanded faster than to other destinations, they have remained constrained by tariffs and logistics barriers.



Finding 3: Exports in services have underperformed merchandise exports contrary to the global trend, but there is significant growth among knowledge-intensive services.



Finding 4: Export have been dominated by a few firms, in a context of declining entry rates and few new entrants surviving and growing over time.



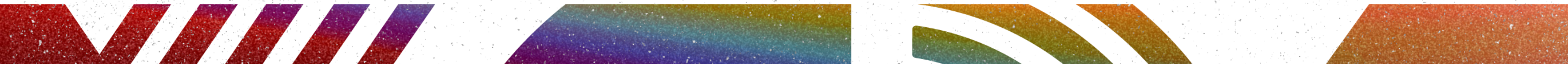
Finding 5: Increasing transport and logistical costs have penalized the competitiveness of South African exports.



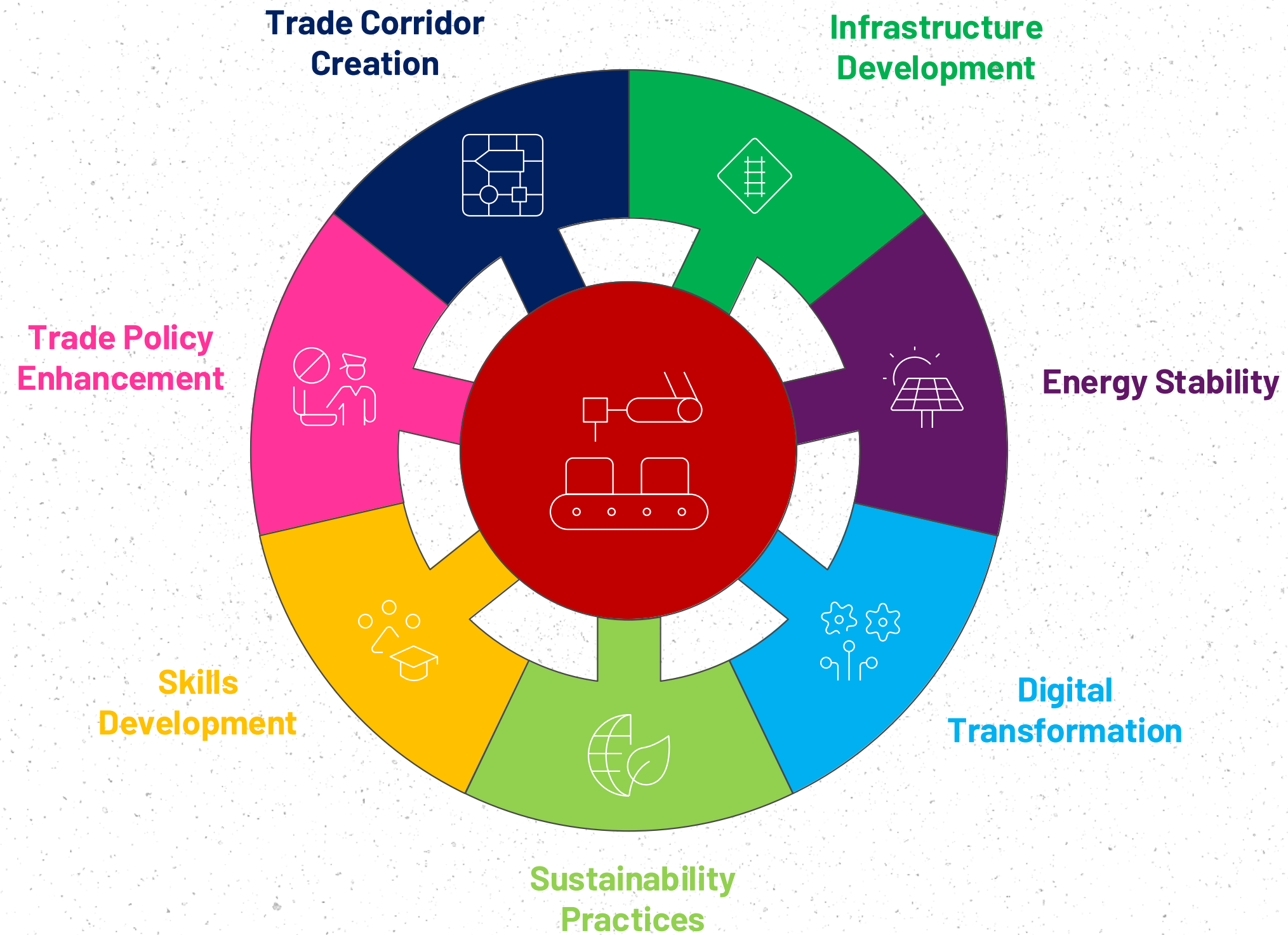
Finding 6: Although South Africa failed to significantly increase its total exports over the past decade, higher exports at the firm level have been associated with improvements in wages, especially for low earners.



Finding 7: South Africa's current policy focus on promoting local industries can come at the expense of competitiveness, penalizing export performance and consumers.



How could South Africa improve its competitiveness?



Obrigado!

Thank you!

