



# PROPERTY DEVELOPMENT PROGRAMME 2015

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## PDP 2015



### ABOUT SAPOA

As the voice of commercial property in South Africa, the South African Property Owners Association (SAPOA) endeavours to inform, support and enhance the real estate sector.

Established in 1966, SAPOA was initiated by the leading and large property investment organisations to bring together all role players in the commercial property field and to create a powerful platform for property investors. Today SAPOA's members control about 90% of all commercial and combined portfolios in excess of R500-billion.

As a professional body, SAPOA focuses on the interests of the sector both in South Africa and internationally, whilst addressing issues and meeting challenges within the industry. The organisation engages with associated sectors and other stakeholders on behalf of its members and strives to constantly improve and advance the commercial property industry in South Africa.

As part of its core function, SAPOA presents property related educational programmes to its members. Such programmes form part of the highly prioritised service offerings that the organisation is dedicated to. One such programme is the Property Development Programme (PDP) which is South Africa's premier management programme on property finance, valuation, property law, negotiation, investment, development, marketing and management.

In existence for several years now, PDP is one of our flagship programmes which SAPOA has been collaborating with the Graduate School of Business. The intensive two-week course allows delegates the opportunity to hone their skills and knowledge not only by the practical instruction and case studies but also by the interchange of ideas with their course colleagues, resulting in an extended basic knowledge in the principles and practises of property investment, development, marketing and management.

SAPOA is pleased that PDP has grown over the years. It has developed into a well known programme which is now recognised as brand on its own in the property industry. The course is a major event on the property industry's calendar, with delegates attending year on year without fail. The programme has become a great demand for our senior and executive members in the industry. It also attracts international delegates.

The ever-committed PDP committee continuously strive to keep the programme up-to-date, ensuring that the delegates get the value add they signed up for. We trust that each of you have gained deeper insight into the industry and fostered key relationships that will benefit your property careers. Apart from the skills learnt, PDP allows like minded property



**NEIL GOPAL**  
Chief Executive Officer

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professionals the chance to engage with one another, resulting in industry comradery – a reality that speaks to the real in real estate.

SAPOA values its sponsors and would like to thank Standard Bank, Hamlyn Gebhardt Quantity Surveyors, SVA International and AECOM whose financial support makes it possible for us to host a world class programme.

SAPOA would also like to thank the PDP lecturers who form an integral part of this highly esteemed programme. Last but not least, we would like to thank the delegates who partake in this course – your input contributes tremendously to the programme, SAPOA and the industry itself.

**Neil Gopal**

Chief Executive Officer

South African Property Owners Association (SAPOA)

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## ABOUT UCT GSB

**Inspiring. Intelligent. Curious. Innovative. Ethical. Professional.**

Creating Leaders since 1964!

We believe that “business as usual” is no longer the way to achieve sustainable success – managers need an expanded skill set that creates new models of business. We see our role as enablers of these new ways of thinking and behaving. We challenge taken-for-granted assumptions and practices, and cultivate in managers an ability to draw from a full spectrum of disciplines and cultures.

Home to the only full-time African MBA ranked in the top 100 by the prestigious Financial Times and as just one of 59 schools world-wide to be “triple-crowned” (schools which are accredited by AMBA, EQUIS and the AACSB), the school is amongst the best in the world.

We take four-pronged approach to excellence that combines academic rigour, societal relevance, innovation in teaching and thought leadership to transform our students - taking them from a place of knowing to doing to being. GSB is committed to making business better. Our full-colour thinking approach challenges taken-for-granted assumptions and practices and encourages students to do the same. With our roots in Africa, our focus is on emerging market business and our teaching and research is geared towards driving development and understanding in this context, which is characterized by high degrees of uncertainty, complexity and inequality.

Through innovative initiatives like the Bertha Centre for Social Innovation and Entrepreneurship and the Allan Gray Centre for Values-Based Leadership we seek to build a new kind of business school: one that is rooted in values and enables positive new ways of thinking and acting in business to achieve sustainable success. Our fast growing and internationally acclaimed Executive Education department, collaborates closely with our corporate clients and partners to customise cutting edge courses that incorporate the four pronged values approach of the school and equips leaders to thrive in context of high degrees of uncertainty, complexity and inequality.

2015 once again brings you the very popular and prestigious Property Development Programme that has been running since 1969. Partnering with SAPQA, the GSB is very proud of this programme which attracts the best in the industry to learn and collaborate together. We welcome you and wish you an enriching journey of learning, innovating and building networks during your time at our school and beyond!

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### **Kumeshnee West**

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**Gary Garrett**  
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## ABOUT THE SPONSOR

Standard Bank Real Estate Finance, a division of Investment Banking, has the largest dedicated real estate platform of any financier in Sub-Saharan Africa and our expertise extends across the continent. We provide term and development funding in all areas of the real estate sector through a variety of solutions specific to the needs of our clients, including:

- Commercial, industrial and retail developers and investors
- Single asset transactions and portfolio lends
- Real Estate Investment Trusts (REITS) / listed real estate funds
- Residential development and term funding for rental stock (including affordable housing)
- Owner occupied properties and portfolios

Our ability to tap into the vast resources and expertise within the Standard Bank Group enables us to provide seamless access to specialist areas within the organisation and across the globe. This facilitates the professional delivery of flexible and comprehensive funding solutions positioning our clients at the forefront of their real estate related initiatives.

The established track record of our Real Estate Finance activities in South Africa has been extended to various countries on the continent creating a footprint across Africa with on the ground expertise to structure solutions for clients in various organisations, industries and countries.

## MESSAGE FROM THE SPONSOR

Congratulations on your selection to this year's programme. The Property Development Programme (PDP) attracts outstanding participants each year and it is a fantastic achievement to have been selected – well done.

Your experiences and learnings over the two week programme will be invaluable as you move forward in your career. Even more important are the experiences you will share as a team and the friendships that you will build. These are the true legacies of the programme – use the opportunity to its fullest.

Thank you to the team at SAPOA and the Graduate School of Business. This is a programme of the highest quality and Standard Bank is extremely proud to be associated with the PDP.

**Gary Garrett**  
Head, Real Estate Finance  
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## WELCOME

It is with great pleasure that we welcome you to the 2015 Property Development Programme ("PDP").

This prestigious and popular programme is presented jointly by the South African Property Owners Association ("SAPOA") and The Graduate School of Business ("GSB") of the University of Cape Town ("UCT"). We consider PDP to be the intensive and premier executive programme designed for property professionals. Its aim is to equip delegates with an in-depth understanding of the various aspects of property development including Architecture, Cost Management and Feasibility Studies, Law, Investment, Marketing and Property Management.

The PDP experience has typically been enriched by delegates from as far as India, Egypt, Mauritius and SADC Countries, and this year is no exception. Industry leaders are sourced far and wide to present lectures in their fields of expertise. It is this infusion of the diversity of minds in various disciplines that makes the PDP a value-added experience for each delegate. Over these two weeks you will enjoy well prepared presentations which will provide you with new perspectives within our industry. Be prepared to learn, unlearn and re-learn as you engage with this range of professionals; for it is by opening our minds that the real edification occurs.

With another fresh new programme this year, the SAPOA PDP Committee and the GSB invite you to take your place as a member of "The PDP Class of 2015".

May you grasp this extraordinary opportunity in the next two weeks to gain new knowledge, and also to forge long-lasting relationships with new-found co-professionals. We look forward to taking our synergy and learning from one another, to a whole new level this year; so making this PDP both successful and a one-of-a-kind and memorable experience.

### **Tony Gebhardt**

Chairman

PDP Committee



### **Tony Gebhardt**

Chairman,  
PDP Committee

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## LECTURERS

The South African Property Owners Association (SAPOA) and The Graduate School of Business (GSB) thank each participating lecturer below for their valuable knowledge and expertise combined with the wealth of experience that was shared with our delegates at the Property Development Programme (PDP) 2015.

We are most certain our delegates will make use of this knowledge to further enrich our current vibrant industry.

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**JUDGES**

SAPOA and the GSB would like to thank the following Judges for their valuable contribution towards our Property Development Programme.

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