|  |  |  |
| --- | --- | --- |
| Publishing-Logo |  |  |

9B19C010

sweepsouth south africa: Contextually Intelligent FEMALE Leadership of entrepreneurial domestic services

Tracey Toefy and Caren Scheepers wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

This publication may not be transmitted, photocopied, digitized, or otherwise reproduced in any form or by any means without the permission of the copyright holder. Reproduction of this material is not covered under authorization by any reproduction rights organization. To order copies or request permission to reproduce materials, contact Ivey Publishing, Ivey Business School, Western University, London, Ontario, Canada, N6G 0N1; (t) 519.661.3208; (e) cases@ivey.ca; www.iveycases.com. Our goal is to publish materials of the highest quality; submit any errata to publishcases@ivey.ca. i1v2e5y5pubs

Copyright © 2019, Ivey Business School Foundation Version: 2019-04-05

In March 2018, Aisha Pandor drove to the Cape Town SweepSouth office and contemplated the scaling of her business. Pandor’s entrepreneurial journey with SweepSouth had required her to relocate to scenic Cape Town in 2014. While enjoying the views of the ocean and surrounding majestic mountains, she thought of the last four years. Pandor and her husband and co-founder, Alen Ribic, had grown SweepSouth from a promising idea generated at their dining-room table to a socially conscious company that employed more than 40 staff members in two regional offices. It was a platform that connected almost 9,000 previously unemployed domestic workers with clients looking for home cleaning services. Pandor thought of the 80,000 applicants who had applied and were waiting, desperate, to join the platform. The start-up had achieved impressive growth since its inception, and was already helping thousands of women secure regular work, but Pandor understood the depth of the unemployment problem in South Africa and its far-reaching effects upon the domestic-work industry. For these women, becoming a domestic worker was their only hope for employment. How could she expand her business operations to have an even greater social impact and help lift more women and their families out of poverty?

**a new broom sweeps clean**

The idea for SweepSouth was borne out of personal frustration Pandor experienced when searching for a domestic worker to help her at home over the summer vacation period of December 2013. Exasperated by the piles of laundry, dirty dishes, and a never-ending list of domestic chores to be completed during the holidays, she asked friends and family for leads. She posted a notice on social media asking her extended network if anyone could recommend available help. However, domestic helpers normally travelled to their familial homes for the holiday period, and her own regular helper was on annual leave, which left Pandor looking for help. But all attempts to find a temporary helper came up short. Having exhausted all contacts, Pandor and Ribic approached placement agencies for domestic workers, but the experience left a deeply negative impression on them. The women sent by the agencies were poorly paid, listless, and seemingly disinterested in potential work. Pandor and Ribic also found the agencies’ fee structures confusing, leaving them discouraged by the lack of guarantees the companies offered.

Pandor was critically aware that the unemployment rate in South Africa in 2013 was a staggering 24.1 per cent,[[1]](#footnote-1) and that thousands of unemployed women would have been incredibly grateful for the opportunity to earn an income to help feed their families. The situation got the couple thinking. Over the next major holiday period, in December, most middle-class South African households, accustomed to having their domestic chores taken care of throughout the year, would again be burdened with chores. They would probably experience similar frustration in struggling — and usually failing — to find suitable help. Pandor and Ribic emailed a survey to a group of friends to determine if others were experiencing the same issues they had. The response was overwhelming.

Feeling discouraged with their situation, but fuelled with the confirmation of how widespread their problem was, Pandor and Ribic felt the spark of an entrepreneurial opportunity. An added frustration for the couple was the discontent they both felt with their employment in the corporate sector. Pandor, a Ph.D. graduate, had been working as a management consultant; Ribic, a software developer, had worked for several software companies. They felt ready and excited to take on an entrepreneurial venture, when the idea for SweepSouth was born. Their corporate experience would prove incredibly valuable in setting up their business, notwithstanding the inevitable challenges that came with being entrepreneurs.

Drawing on the vastly successful U.S. Uber model, in which drivers were connected to riders via an online platform, they began to devise a plan for a platform that connected unemployed or underemployed women who were looking for work as domestic workers with people looking for such services. Thus, SweepSouth was born. Ribic developed the technology from the very first line of code. As chief technology officer of the start-up, he took responsibility for the development of the platform, from its initial offering as a website through the development of an application (app) for smart phones. New iterations were regularly required as more features were added to the platform, offering improved services for the domestic workers (referred to as “SweepStars” by the company) and for clients. “SweepSouth was founded on the belief that the home cleaning industry needed modernisation through technology as well as a change in mind-set towards the belief that everyone deserves access to dignified work at decent pay,” said Pandor.[[2]](#footnote-2)

By November 2014, Pandor and Ribic had resigned from their jobs, committed themselves to SweepSouth full-time, cashed in their pension, and sold their house and car to provide seed funding for the business. They kept one small, fuel-efficient car, which enabled them to do the necessary travel to get the business off the ground. With a four-year-old daughter to support, Pandor reflected on the risky decision they had made to become entrepreneurs. In hindsight, she had to laugh at what later seemed like an irresponsible decision to have taken on such risk as a young couple with a child. Given their education and experience, however, they felt that the level of risk was somewhat mitigated by the knowledge that they would have been able to return to full-time employment in corporate jobs, if they needed to. But they did not want it to ever come to that. “We saw an industry that was broken and living in the past,” said Pandor.[[3]](#footnote-3) They wanted to be a part of fixing it.

The idea for SweepSouth was sparked from the realization that ad hoc domestic help was difficult to source. Pandor, who also had a business qualification from the University of Cape Town, quickly realized that a segment of the market was under-served. Traditional placement agencies focused on permanent placement of domestic workers and nannies. Many middle-class South African households had full-time, five-days-a-week (often live-in) domestic workers. SweepSouth’s focus was not on permanent placement or full-time employment within a single home. The business model was based on plugging the gap for those households looking for reliable, ad hoc domestic help — once or twice a week, or even on a less frequent basis, such as once a month. This served a segment of the population that was traditionally not catered to. It also allowed domestic workers the opportunity to secure work every day of the week by working at different homes each day. Without SweepSouth, domestic workers had to rely on their employers to attempt to find them regular employment on other days of the week, which was not usually feasible.

**“SWEEP” + “SOUTH” = more than just a name**

The symbolic name Pandor and Ribic chose for their company referenced their social mission. The term “sweep” made obvious reference to cleaning, but it was also a more nuanced reference to sweeping a new mind-set into an industry. The term “south” was a reference both to South Africa and more generally to the proverbial south, or the southern hemisphere’s developing world, on which they hoped to have an impact.

Pandor and Ribic started operations in Johannesburg in 2014. However, they soon realized that the initial uptake of the service was better in Cape Town. The strongest resumés in response to their job placement advertising were submitted from the Cape Town area. Therefore, Pandor and Ribic decided to relocate their business to the scenic city.

The platform was launched in July 2014. By mid-2018, SweepSouth expanded to offer domestic cleaning services in four South African cities — Cape Town, Johannesburg, Pretoria, and Durban — facilitating regular employment for almost 9,000 domestic workers. Social and economic inequality in South Africa was among the worst in the world, with a Gini coefficient of 65 (where perfect equality was 0 and the highest level of inequality was 100).[[4]](#footnote-4) Domestic workers with regular employment were therefore considered breadwinners, and they typically supported at least four people in the household.[[5]](#footnote-5) Chronic joblessness fed a cycle of poverty that was hard to escape. However, SweepSouth was providing this escape to thousands of women. Getting a good job was the single most promising means for individuals to escape poverty, and for reducing inequalities at the collective level.[[6]](#footnote-6) The social mission of the company was centred on poverty alleviation through the creation of employment opportunities.

**cleaning up a broken industry**

South Africa had an oversupply of low-skilled labour due historically to the apartheid context that prevented masses of black people from accessing quality education. Women who typically worked as domestic workers were triply vulnerable: on account of their race, gender, and the precarity of low-skilled labour market.[[7]](#footnote-7) Domestic workers were often poorly remunerated and exploited in their working environments, because the relationship between domestic workers and their employers was characteristically much more personal than other work relationships. As a result, they were more vulnerable to exploitation than women working in formal settings, such as in a factory or office.[[8]](#footnote-8) Women who worked as domestic workers were unlikely to find alternative employment opportunities.

South Africa’s socio-economic landscape had not recovered from the legislated policies of race-based segregation, which resulted in stark divisions along lines of race, social class, and income.[[9]](#footnote-9) Added to this issue was the legacy of apartheid geographical division, which meant that domestic workers often lived very far from their place of employment and a high proportion of their earnings was spent on transport. Compared with counterparts in other low-skilled occupations, paid domestic workers were expected to work longer hours and were often underpaid.[[10]](#footnote-10) The SweepSouth platform controlled this factor by allowing customers to book one of the SweepStars for a set number of hours and pay for the time booked.

SweepSouth provided a platform to connect SweepStars to customers; it did not employ the workers directly. SweepSouth management had made a decision around whether to upskill their SweepStars: “We don’t do upskilling ourselves, we have chosen not to because we have to balance the line between being an employer versus being a platform that is connecting two sides together.” Instead, the company chose to partner with providers of content and benefits for the workers via the SweepSouth platform.

**Dignity is no longer swept under the carpet**

Restoring dignity to women whose only option for employment was domestic work was one of SweepSouth’s central driving forces. Domestic workers in South Africa were among the most vulnerable people in society. To create a dignified employment environment for these women, several measures were implemented. First, the derogatory terms “maid,” “char,” and “girl” were banished from the SweepSouth lexicon. The women on the SweepSouth platform were referred to as SweepStars, a fresh term to mirror the re-invention of the industry by the tech start-up. Secondly, SweepStars were paid almost double the minimum wage for domestic workers, and paid fairly for the amount of time they spent working. The national minimum wage rate, which Pandor lamented was a “terrible benchmark,” was R20[[11]](#footnote-11) per hour or R3, 500 per month. For domestic workers, the rate was 25 per cent lower, at R15 per hour or R2, 625 per month. The average SweepStar earned between R3, 000 and R4, 000 per month.[[12]](#footnote-12) SweepStars earned up to 80 per cent of the fee charged to customers. They were paid weekly into a nominated bank account and could view their weekly earnings (plus tips) on the SweepSouth app.[[13]](#footnote-13)

The SweepSouth plan allowed them flexibility to determine their working hours and still earn a decent living. A five-star rated SweepStar named Thabisa found the plan favourable: “I like the flexibility,” she said. “I choose where and when I want to work, which is very good as I have a family. I choose on which days I work and in which areas. I can calculate where and when is the best time for me to work and plan my schedule according to my needs.”[[14]](#footnote-14) Using the platform also allowed women like Thabisa the opportunity to strike the critical balance faced by many working women. “With the hourly rate I am getting, I can work less hours and still can spend time with my family,” added Thabisa.[[15]](#footnote-15) This was a critical factor for the SweepStars, many of whom were single mothers and breadwinners, solely responsible for the financial well-being of their households. As noted earlier, SweepStars supported an average household of four people, so the social impact of helping a single woman to achieve regular employment through the platform was magnified five-fold in the community she lived in.

Women on the platform were further empowered by the two-way rating system. SweepStars were rated by clients after each booking, and clients were rated by the SweepStars (see Exhibit 1). By rating a client, a SweepStar effectively decided whether she wanted to continue the relationship with them, and vice versa. Successful SweepStars recognized that the relationship between them and their clients was predicated upon trust. “Within a few weeks I had repeat customers,” Thabisa reported, delighted. “They kept asking for me to clean their place because they trusted me and the quality of my cleaning and because I knew how to find their place and how they liked things done.”[[16]](#footnote-16)

SweepSouth offered support to the SweepStars, a service that provided them with a sense of safety and assurance that was traditionally missing for paid domestic workers. The support team was available to provide assistance for any struggle encountered by the SweepStars, including taxi breakdowns on the way to a booking, clients making racist comments, or even situations in which domestic violence prevented women from honouring their bookings. SweepStars sent a direct message to the support team, who attempted to manage the situation. This support was one primary reason why the women remained on the platform. It differentiated SweepSouth from traditional placement agencies and provided support that women would otherwise not have, when working directly for an employer. “The company assists me with any questions I have and always knows where I am in case something happens to me, so I am better protected physically and financially,” reported Thabisa.[[17]](#footnote-17)

As noted earlier, the SweepStars on the platform typically provided financial support to a household of four or more people, and 83 per cent of them were primary breadwinners. Given those facts, it was shocking that only 22 per cent of these women had a pension plan or any form of savings. If anything happened to one of these women, their family would be left destitute. Mindful of the needs of the women on the platform and the dependents they supported, the SweepSouth team negotiated free life insurance coverage for a value of R400, 000 and disability coverage of R200, 000 for the SweepStars.

Assistance was also provided for the SweepStars to open low-cost bank accounts to receive payment for their services, which was channelled through the platform in a cashless system. The benefit to SweepStars was twofold. First, the immediate vulnerability associated with being paid in cash was eliminated. Incidents of theft on public transport were very common, so it was far safer not to travel with cash. Second, having an active bank account allowed SweepStars to build up a credit record, enabling them to access credit in the form of a loan, if the need ever arose.

**of cats and correlations**

Luke Kannemeyer, head of data at SweepSouth, took pride in the fact that the functioning of all departments was data driven, but sagely recognized that data alone did not paint a full picture. “Data doesn’t lie, but it needs to be interpreted and sometimes, especially when you want to move fast initially, you need to trust your gut.”[[18]](#footnote-18) SweepSouth made use of machine learning as an algorithmic system that enhanced each aspect of the business. Data was collected when clients made bookings on the platform, during the onboarding process for SweepStars, and at every step of the process (see Exhibit 2). The data was used to make all processes more efficient.

Analyzing the data from the SweepStars onboarding process, Kannemeyer and his team noticed an interesting correlation: “We found out that some cleaners were afraid of cats, and that is one of the greatest predictors of whether they will be successful at SweepSouth.”[[19]](#footnote-19) Women who revealed during their interview that they were afraid of cats had positive correlations with excellent review scores after bookings. The causation was less important than the strength of the correlation. Such relationships in the data were what allowed SweepSouth to offer an outstanding quality of service to their clients and help SweepStars reach their full earning potential.

Using an advanced matching system, clients who specified during the booking process that they needed ironing to be done would be paired with SweepStars whose ratings for ironing were good. In similar ways, data was used to support processes at each phase of involvement with the platform. The use of constantly evolving technology and data analytics to drive the business forward was what allowed SweepSouth to offer both domestic workers and customers a better experience in an industry that had long been beset with indignity, lack of transformation, and lack of technological advancement. Placement agencies, SweepSouth’s primary competitors, typically paid their domestic workers for a full-day’s work the equivalent of what SweepSouth paid for three hours’ work. This was because agencies didn’t have technology driving efficient systems. The inefficiencies resulted in having to charge higher rates to squeeze out a margin for the agency. At the end of the process, domestic workers were paid very low rates for the work they did. Considering the discrimination that had characterized South Africa’s history and the power dynamics at play in the industry, these women had no power to negotiate higher rates for their work.

In March 2018, South Africa was in a technical recession. The economy had contracted by 2.2 per cent in the first quarter of 2018 and 0.7 per cent in the second quarter.[[20]](#footnote-20) For many South African businesses, this was unwelcome news, but the SweepSouth team saw it as an opportunity. As Kannemeyer explained, “instead of seeing the more price sensitive segment dropping out of your market, you actually now see that there is potential — now people are moving into your addressable market because they are downscaling on some of the services they need.”[[21]](#footnote-21)

The technology enabled SweepSouth to grow at an incredible rate, both in terms of number of bookings and number of SweepStars onboarded (see Exhibit 3). Kannemeyer thought back to his first day working at SweepSouth early in 2015 and the growth that he had helped facilitate during his time with the company. The growth was evident in the number of bookings they confirmed on a daily basis. “Just to give you an idea, there were probably fewer than 20 bookings on my first day and now there are over 1, 000,” reported Kannemeyer.[[22]](#footnote-22) Besides enabling phenomenal growth, use of technology also resulted in clients getting the quality of service they wanted. Domestic workers were operating in a dignified and flexible working environment. The agency chose their working hours, their clients, and thereby determined their income sources.

**a leader who wasn’t afraid to get her hands dirty**

“It is important that we have a black woman as our leader,” stated Kannemeyer.[[23]](#footnote-23) Issues around transformation were central to the social mission of a country that was still rebuilding after centuries of structural, race-based inequality and discrimination, including most recently the system of apartheid, which had only been abolished in the early 1990s. He further described Pandor as “extremely motivated, relentless in her hard work, and very empowering.”[[24]](#footnote-24) He felt passionate about the social impact the business was having in the lives of domestic workers, and described himself as “someone who wants to be part of a better South Africa.”[[25]](#footnote-25) This made working under the exemplary leadership of Pandor especially rewarding. He believed that she was an example of excellence and commitment to the cause of transforming the industry and building a successful business.

In December 2016, the SweepSouth team had been experiencing serious growing pains. As usual, the holiday period presented an influx of new customers looking for cleaning services as people’s regular domestic workers generally took annual leave over this time. Unprepared for the greatly increased demand, the stress on supply of SweepStars often led to one of two undesirable outcomes during that period: disgruntled customers because they could not get bookings when they wanted them, or poor-quality work when customers managed to confirm a booking. Pandor and her team had worked hard to grow the business, and the positive impact on SweepStars and their families had been enormous. She could not allow this challenge to derail those achievements.

Pandor thought back to the many occasions, early in the business, when she stood in for SweepStars who had taken ill or were otherwise unable to honour a booking. To avoid client dissatisfaction, she had personally arrived to clean clients’ homes. She was grateful for the experience of performing the tasks that her SweepStars undertook on a daily basis, including cleaning people’s dirty laundry, grimy bathrooms, and messy kitchens. Her respect and appreciation for her SweepStars had increased exponentially, and resolved her opinion that all work was dignified work. Her drive to help more SweepStars support their families was strengthened; she had to find a way to ensure that clients kept booking and the business kept growing. The SweepSouth team worked relentlessly to manage the incredibly busy December period. Just before the start of the busy season, Pandor had given birth to her second daughter, but sacrificed maternity leave for the sake of the business. “I don’t think I took a day off after she was born,” recalled Pandor.

The SweepSouth brand was getting noticed. Pandor had become accustomed to media interviews (see Exhibit 4), marketing SweepSouth by sharing the story on television and radio interviews, magazine features, and guest speaker appearances. Year on year, the awards kept coming in. In 2017, Pandor was recognized as one of six Africa Breakthrough Female Tech Entrepreneurs by the World Economic Forum[[26]](#footnote-26) and received the Glamour Woman of the Year (Business) Award.[[27]](#footnote-27) In 2016, *Forbes* Africa featured her as a top African Millennial,[[28]](#footnote-28) and she won the PriceCheck Best Female Tech/E-commerce Entrepreneur of the Year award and Best Black Tech-E-commerce Entrepreneur of the Year.[[29]](#footnote-29) Earlier, she had won the South African Women in Science Award (2012), and was included in the prestigious 200 Top 200 Young South Africans by the *Mail & Guardian* (2012).[[30]](#footnote-30)

Personal accolades aside, Pandor was proud of the awards and the recognition SweepSouth had earned. In October 2014, working with nine other start-ups at a SiMODiSA StartupSA conference, the company won the conference’s Get-Up Start-Up award.[[31]](#footnote-31) The prize was partial sponsorship for a trip to Silicon Valley. Months later, SweepSouth was accepted in the four-month long accelerator programme with 500 Startups in Silicon Valley, one of the most prestigious early stage tech investors in the world. The prize money went toward flights to San Francisco. During the program, Pandor and Ribic had the opportunity to network with industry experts and develop relationships with mentors. “We were meeting some of the smartest people in the industry who understood and had experience in taking a company like SweepSouth from thousands of transactions a month to hundreds of thousands,” said Ribic at the time.[[32]](#footnote-32)

Their pitch at the SiMODiSA conference had also piqued the interest of one of the judges, Vinny Lingham, whose firm, Newtown Partners, became SweepSouth’s first investor.[[33]](#footnote-33) Having raised an angel investment and then participated in the 500 Startups program, SweepSouth then secured an investment of R10 million from the Vumela Enterprise Fund sponsored by FNB, South Africa’s oldest bank. The funding was a welcome cash injection that allowed them some breathing space to help the business scale up. Pandor was delighted. “[They are] an experienced and respected investor [that] shares our passion for job creation and social transformation. We’ve loved interacting with their team and are excited about utilising this investment to continue our rapid growth and create sustainable work for thousands of cleaners in the next year.”[[34]](#footnote-34) The investors were impressed by the creative concept centred around on-demand service, noting that “the on-demand economy is a huge growth area, because a lot of consumers’ needs can be far better served with tech-enabled, on-demand services.”[[35]](#footnote-35)

**Swept away with possibilities**

Pandor felt familiar pangs of disquiet return to her as she arrived at the Cape Town SweepSouth office on that March morning in 2018. There was more work to be done — a broken industry to fix, thousands of lives that stood to benefit from having more SweepStars on the platform, and, of course, a profit to turn. She thought again of the need that her business addressed — the unemployment rate had worsened to 27.5 per cent by 2018.[[36]](#footnote-36) The need to create employment opportunities was constantly growing. She drew strength from the thousands of women who supported families and built communities doing the least desirable work available — cleaning other people’s messy and dirty homes — to put food on the table for their own families.

Being an entrepreneur was challenging, but it was definitely worth the challenge when she considered how SweepSouth empowered women to earn decent pay and introduced a fresh technological approach to an industry that was in dire need of transformation. She had experienced the challenges that came with scaling a business, but there were 80,000 unemployed or under-employed women desperate to join the platform. Many of them saw it as their only opportunity to lift themselves and their families out of the vicious cycle of poverty that plagued too many South African households.

She considered the options for scaling the business. Similar issues affected many African countries. Was it time to begin expansion into other countries? On the other hand, there was still so much work to be done within the South African context and many possibilities to expand the service offering. Should the company consider cleaning office spaces or focus instead on homes, bolstering offerings by giving clients the option to order cleaning products through the app when making a booking? Surely there was also a need for other services such as plumbers, electricians, and gardeners. Pandor wasn’t sure what her next move would be, but she was sure she needed to make it soon.

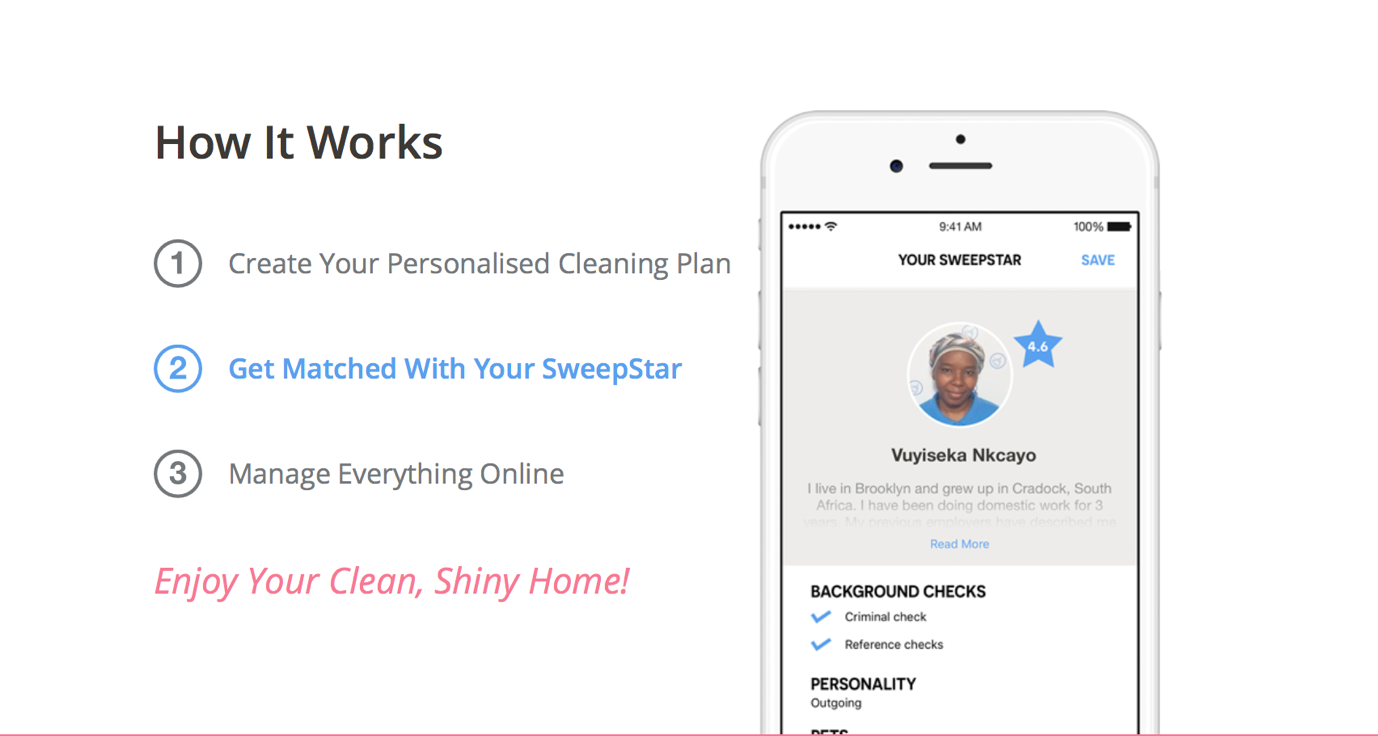
**exhibit 1: sweepstar ratings**

**A screenshot of a cell phone

Description generated with very high confidence**

Source: Company documents.

**Exhibit 2: Booking process**

****

Source: Company documents.

**exhibit 3: SweepSouth’s year-on-year growth**

Source: Company documents.

**Exhibit 4: Pandor in the media**

**A person sitting at a table with a computer and smiling at the camera

Description generated with very high confidence**

Source: Company documents; Matshepo Sehloho, “Aisha Pandor Has Created the ‘Uber’ of Cleaning,” Radio 702, August 24, 2018, accessed October 21, 2018, www.702.co.za/articles/316668/friday-profile-aisha-pandor-has-created-the-uber-of-cleaning.

**exhibit 5: customer experience**

“I’ve known about SweepSouth for a long time, but I used the service for the first time yesterday. I booked at 5 pm on Tuesday for 8.30 am the next morning! I found it easy to navigate the app, which recommended a very highly-rated cleaner to me after I indicated what work I needed done. I had the option to read the profiles of various ladies before choosing one — I decided to book the lady who had been recommended.”

“The app told me when the lady had started traveling to my house, and also when she arrived there. She arrived at exactly the time I had booked for. She was friendly and professional, and I was happy with the quality of her ironing, which was what I needed help with.”

Anonymous client review

Source: Company documents.

1. “Quarterly Labour Force Survey (QLFS), 4th Quarter 2013,” Statistics South Africa, February 11, 2014, accessed January 16, 2019, www.statssa.gov.za/publications/P0211/P02114thQuarter2013.pdf. [↑](#footnote-ref-1)
2. “South Africa’s SweepSouth Receives Multimillion Rand Investment,” Brand South Africa, January 28, 2016, accessed July 9, 2018, www.brandsouthafrica.com/investments-immigration/science-technology/sweepsouth-south-african-startup-280116. [↑](#footnote-ref-2)
3. Ibid. [↑](#footnote-ref-3)
4. World Bank, *South Africa Economic Update*, April 2018, accessed February 22, 2019, http://pubdocs.worldbank.org/en/798731523331698204/South-Africa-Economic-Update-April-2018.pdf. [↑](#footnote-ref-4)
5. Ibid. [↑](#footnote-ref-5)
6. Ibid. [↑](#footnote-ref-6)
7. Ronelle Burger, Marisa von Fintel, Carina van der Watt, “Household Social Mobility for Paid Domestic Workers and Other Low-Skilled Women Employed in South Africa,” *Feminist Economics* 24, no. 3 (2018): 29–55. [↑](#footnote-ref-7)
8. Ibid, 55. [↑](#footnote-ref-8)
9. Ibid, 29–55. [↑](#footnote-ref-9)
10. Ibid. [↑](#footnote-ref-10)
11. R = ZAR = South African rand; all currency amounts are in R unless otherwise specified; US$1 = R11.88 on March 1, 2018. [↑](#footnote-ref-11)
12. Alen Ribic, “SweepSouth Report on Pay and Working Conditions for Domestic Work in SA 2018,” SweepSouth, blog, May 13, 2018, accessed July 10, 2018, https://blog.sweepsouth.com/2018/05/13/report-on-pay-and-working-conditions-for-domestic-work-in-sa-2018/. [↑](#footnote-ref-12)
13. Alen Ribic, “Open Letter Regarding SweepStar Pay,” SweepSouth, blog, January 4, 2017, accessed October 25, https://blog.sweepsouth.com/2017/01/04/open-letter-regarding-sweepstar-pay/. [↑](#footnote-ref-13)
14. Dilosen, “Why Work for SweepSouth? SweepStar Thabisa Shares Her Reasons,” November 30, 2016, accessed October 22, 2018, https://blog.sweepsouth.com/2016/11/30/why-work-for-sweepsouth-sweepstar-thabisa-shares-her-reasons/. [↑](#footnote-ref-14)
15. Ibid. [↑](#footnote-ref-15)
16. Ibid. [↑](#footnote-ref-16)
17. Ibid. [↑](#footnote-ref-17)
18. Interview by the case authors with Luke Kannemeyer on October 8, 2018. [↑](#footnote-ref-18)
19. Ibid. [↑](#footnote-ref-19)
20. Gemma Ritchie, “SA’s Economy Dips into Recession Dashing Economists’ Hopes,” Mail & Guardian, September 4, 2018, accessed October 24, 2018, https://mg.co.za/article/2018-09-04-sas-economy-dips-into-recession-dashing-economists-hopes. [↑](#footnote-ref-20)
21. Interview by the case authors with Luke Kannemeyer, op. cit. [↑](#footnote-ref-21)
22. Ibid. [↑](#footnote-ref-22)
23. Ibid. [↑](#footnote-ref-23)
24. Ibid. [↑](#footnote-ref-24)
25. Ibid. [↑](#footnote-ref-25)
26. Oliver Cann, “World Economic Forum selects Africa’s Breakthrough Female Innovators of 2019,” World Economic Forum, May 2, 2017, accessed March 6, 2019, www.weforum.org/agenda/2017/05/world-economic-forum-awards-africas-breakthrough-female-tech-entrepreneurs/. [↑](#footnote-ref-26)
27. Danica van der Veen, “Women of the Year: Business: Aisha Pandor,” Glamour, November 20, 2017, accessed March 6, 2019, www.glamour.co.za/more/women-of-the-year/business-aisha-pandor-17318226. [↑](#footnote-ref-27)
28. Forbes Woman Africa, “The Millenials,” Forbes Africa, February 1, 2016, accessed March 6, 2019, www.forbesafrica.com/entrepreneurs/2016/02/01/31514/. [↑](#footnote-ref-28)
29. Jessica Tenant, “Aisha Pandor Sweeps up Two Titles at the PriceCheck Tech & E-commerce Awards,” Bizcommunity, October 5, 2016, accessed March 6, 2019, www.bizcommunity.com/Article/196/185/151770.html. [↑](#footnote-ref-29)
30. Alen Ribic, “Empowered Women, Empower Women: The Inspiring Story of our CEO, Aisha Pandor,” SweepSouth, August 16, 2016, accessed March 6, 2019, https://blog.sweepsouth.com/2016/08/16/empowered-women-empower-women-the-inspiring-story-of-our-ceo-aisha-pandor/. [↑](#footnote-ref-30)
31. Jacques Coetzee, “SweepSouth Sweeps Up Award at SiMODiSA Startup SA,” Venture Burn, October 13, 2014 accessed October 23, 2018, http://ventureburn.com/2014/10/sweepsouth-sweeps-award-simodisa-startup-south-africa/. [↑](#footnote-ref-31)
32. Jacques Coetzee, “SweepSouth Becomes First SA Startup to Join Silicon Valley’s 500 Startups Programme,” Venture Burn, August 3, 2015, accessed October 25, 2018, http://ventureburn.com/2015/08/sweepsouth-becomes-first-sa-startup-to-join-silicon-valleys-500-startups-programme/. [↑](#footnote-ref-32)
33. “South Africa’s SweepSouth Receives Multimillion Rand Investment,” Brand South Africa, January 28, 2016, accessed July 9, 2018, www.brandsouthafrica.com/investments-immigration/science-technology/sweepsouth-south-african-startup-280116. [↑](#footnote-ref-33)
34. Ibid. [↑](#footnote-ref-34)
35. Ibid. [↑](#footnote-ref-35)
36. “Quarterly Labour Force Survey (QLFS), 3rd Quarter 2018,” Statistics South Africa, October 30, 2018, accessed January 16, 2019, www.statssa.gov.za/publications/P0211/P02113rdQuarter2018.pdf. [↑](#footnote-ref-36)