

Dreammaker Fruits (Pty) Ltd  
P O Box 370  
Porterville  
6810  
South Africa  
Tel. +27 (022) 931 8500  
Fax: +27 (022) 931 8506



To Whom It May Concern:

Dreammaker Fruits Group is one of the largest Blueberry production units in South Africa and exists since 2002. Our business is mainly Agriculture orientated and the nature of berry production is very labour intensive during certain parts of the year. The weight of this expense in relation to the total production expense is therefore on the high side. Being agriculture, application of labour does not happen on an area of a few square meters, but rather a few hundred hectares, on various production units and even on various companies within the group. The application of labour on agriculture does not have a character of just a few activities repeating themselves everyday, but operations can vary from very simple actions to very complex which change continuously. This may vary from day to day, or even within the 9 hour shift. All of these factors really create pressure to service the need to measure, control and allocate costs incurred by labour applications within our business accurately.

After looking at various payroll software, we decided during 2004 to start using the Payroll software of Donkerhoek Data (DD) to replace our Excel based payroll functions to insure accurate statutory record keeping. A few years later after looking at various electronic logging systems we decided during 2006 to extend our DD payroll system further by incorporating the software and hardware of Time Management Solutions (TMS). The first phase was just to do away with the paper usage in our system for daily attendance that still had room for fraud or negligence. This was soon followed by a second phase to log actual activities during the week/day for mainly two reasons: 1) payment per actual work done on different rates was now an option to do accurately and effortlessly, 2) logging/reporting of time and cost of these activities could now be available to management by the push of a button on a daily/weekly base.

If I had to list the definite strong points of the DD & TMS system, it would be the following:

- Decision making where the work is being done (where the rubber meets the road) by means of punching in data of the actual work being done is possible if applied correctly to give accurate and timely data to management. This is very different to a clerk trying to interpret data electronically imported and supported by a few notes provided by a senior person involved with the specific teams/activity at the end of a shift or week.

- There is no need for paper anymore because logging and taken notes takes place electronically via the swipe of a button at a reader that should be at the place where the work is being done which should be controlled by a responsible person.
- If the clocking/swiping is done responsibly, the risk of fraud or the inaccuracy because of inaccurate filling in of timesheets in the field is limited.
- Accurate payments of as many different activities or personnel during a 9 hours shift as you want.
- Simple cost accounting of activities usable to management that is outside the normal accounting system (accounting = time delay).
- In combination with DD good monthly/annual reports can be drawn up as production info that is useful to management and it is outside the accounting system (accounting = time delay).
- TMS software has the ability to merge with most payroll software systems.
- It provides the ability for a labourer to start work on one site and move to another site/team/activity during the day without complicating the recordkeeping of his pay.

I list a few things I would suggest keeping in mind:

- Spend enough time on training of lower level personnel on the usage of the reader and the principals of the system (your objectives).
- I suggest first using the system for attendance recording until everybody is comfortable with the system before continuing to use it for piece work and more complicated cost allocations/recordkeeping.
- Spend enough time on the setup of your cost allocation structure before hand. Keep this as simple as possible.

To summarise, I would easily advice any agricultural business to consider using TMS or TMS in conjunction with DD at least as a support for accurate payroll and cost allocation functions.

Kind regards

Jeán Kotzé  
General Manager – Dreammaker Fruits Group