



FSG FORENSIC INVESTIGATORS & AUDITORS | TRACERS | RISK MANAGERS | GUARDS

Corporate branches in Durban, Cape Town & Johannesburg – Satellite branches elsewhere – Tracer Field Agents in all Magisterial Districts

FSG is the founder member of the CSS Network | FSG is a LEVEL 4 BEE contributor

Members: M Nxumalo (Chairperson); Director: Corporate Business | W Jardine (CEO); Director: National Operations | S Deghaye (Company Secretary); Director: Admin & Finance

A PERSONAL MESSAGE FROM OUR CEO, WILLEM JARDINE

Thank you for visiting our website. If I have succeeded in getting you to open this, then I am hopeful that you will sacrifice your time to take a closer look at who we are and what we do.

The ‘child face image’ that is the entry portal to our website is one that I came across many years ago, that immediately caused me to ‘suck in my breath’, for it suggested all nature of apparent contradictions that instantly felt like a metaphor of myself and my Jungian felt-sense (the odd tidbit of trivia gleaned from seven years of academia in another, distant, lifetime still lingers ...) of what FSG is to me. The facial image is bespoke of innocence, the piercing gaze of those blue eyes suggests perception and knowledge of something to be kept hidden, while the index-finger-to-the-mouth says “Welcome, but keep to yourself what you are about to experience,” and “Be cautious.” Somehow, however, the facial image conveys that innocence and the possession of secrets are reconciled. FSG is a lot like this. We are open and transparent about who we are and what we do. We are welcoming. But, we possess secrets, and what we do takes away from those who come to us the peacefulness of innocence because what our work reveals will leave you uneasy, with reason for concern – for you will be exposed to knowledge that you need but do not necessarily want.



My felt-sense of the image is reminiscent of my inner response to something told to me by a wise, gentle and kindly priest who was my spiritual director when I was a seminarian, training to become a Catholic priest. “If you eat enough shit,” he said, “you will come to like the taste of it.”

How is it that such a base comment can conjure up such a wealth of spiritual reality? It felt very much like the contradiction – and harmony - that this ‘child face image’ evokes in me.

It also reminds me of another bit of advice from my old spiritual director; “Beware of what you pray for,” he cautioned, “because you just might get it.”

In many ways *that* is exactly what FSG is, and this is the first message I will to convey.

The second is an acknowledgement that private investigators do not enjoy professional status in the South African corporate market, regardless of whether – like FSG – they can legitimately lay claim to being *forensic* investigators. It is also the case that the market *has good reason to be skeptical* of any entity claiming to be a *private investigation practice* (forensic or not). Put ten people in a room who have engaged the services of a private investigator, and eight of them will tell you that they were ripped off, or simply did not get the service for which they paid.

I shamefully admit that it is I who designed and authored – and who maintains – FSG’s website. My amateur efforts are no doubt overt in the manner that our website deviates in design and character from conventional corporate websites. Nonetheless, it has taken me some four months of agonizing over the content of this current version, to produce it, for one of the core objectives of the website is to convey something that it is not necessary for conventional corporate websites to convey. If you can overlook the absence of aesthetic merit in favour of devouring the content, I may just have succeeded in impressing in the manner intended.

My struggle with the content has to do with my desire to communicate that our new website conveys the achievement of the significant milestones. This is the third total revamp of the website I have undertaken since first posting it about ten years ago. *This version* is intended to convey the ‘coming of age’ of FSG, for we have walked – no, fought – the path of the journey from a small practice that serviced a geographically limited area and a very specific target market, to that of a corporate entity with a national presence, infrastructure and footprint that offers a bouquet of services that have a significant, legitimate application for both very specific target markets *and* for every entity whose objective is to maximize performance, service delivery and/or profit.

I have devoted a 27 year career to legitimizing the private investigation industry, and FSG – as it is portrayed in *this version* of our website, is the fruit of these efforts. We have reached the plateau where, fundamentally we are who we will continue to be, subject only to evolving more efficient, effective and cost-effective ways of doing what we do, developing new, relevant and innovative investigation, auditing, risk and security management, and tracing service *products*, and growing our client-base.

The core objective of our website that differs from what conventional corporate websites convey is that *FSG embraces the obligation* to shoulder the burden of demonstrating *that FSG has evolved* from the deservedly tainted reputation of the private

HEAD OFFICE

7 Cedar Road, Westville, DURBAN, South Africa, 3629 | PO Box 17, Pavilion, South Africa, 3611

Tel: + 27 (0) 86 1000979 | Fax: + 27 (0) 86 5168722 | Cell: + 27 (0) 83 7841523

EMAIL: fohladb@yabo.co.za | WEBSITE: www.fohlasecurity.co.za | PSIRA REG NO.: 1144490 | VAT NO.: 4370208110

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investigation industry to *justifiably* call upon our markets to grant us the *professional status* we have earned *the hard way*. This has two distinct implications:

- The first is the obligation to transparently demonstrate that the resources, infrastructure and footprint to which we lay claim are not a figment of our imagination, but are tangibly real.
- The second is the obligation to demonstrate the legitimate benefit that can accrue to our target markets from the retention of our services.

Before I proceed any further, I need to inform that I have a strong aversion to ‘assumed familiarity’, but am equally averse to ‘stuffy formality’. I make a point of seeking out - and directing my communication to - the principals of the entities that comprise our target markets. After 27 years of effort I can state that the most productive and sustainable business relationships I have are with those principals who are sufficiently confident of their role in business/in a particular industry that they have little need for stuffy formality but who equally have no tolerance of those who assume a degree of intimacy that is not earned. Such principals also *do not suffer fools*, and quickly lose interest in those who do not get to the point. I think that I have succeeded in striking a chord that harmonizes somewhere between assumed familiarity and stuffy formality in the tone of our website. What I am uncertain of is whether I have ‘gotten to the point’ quick enough. In fact, I’m pretty sure that I have not. Our website is too long; conveys too much information, but I pray your indulgence and your acceptance that this is an unavoidable consequence of attempting to redress the deservedly poor reputation my industry has earned. But please, do not hesitate to dump on my head whatever it is you think I need to do to improve our website because there is always a *better way* to do something. Use my personal email address or cellphone number contained in the salutation below to communicate with me directly.

FSG’s corporate evolution has much to do with recognizing two things:

- The first is that *risk management* is the flipside of the coin of *investigation* - and refining our service bouquet accordingly. After all, what is the value of investigating a loss (or auditing a process) if the results do not have a *risk management benefit*?
- The second is that an investigation that is not *forensic in nature* serves no purpose.

It is also the case that FSG is gaining ground in our target markets because we are changing perspectives, the most significant of which include:

- Understanding what *forensic* means. Say ‘forensic’ and most people think of lab-rat, Hollywood CSI type, white-jacketed technicians scurrying around crime scenes armed with fine-toothed combs and fine-bristled brushes that scoop up the physical evidence that magically identifies the perpetrator of a crime. Yes, ‘crime scene investigators’ are scientists who have derived a *forensic application* from the particular skill sets of particular sciences. But they do not define ‘forensic’.
- Understanding what *auditing* means. Say ‘auditor’ and most people think of accountants of the bean-counting variety who are a necessary evil of corporate governance and compliance with the best practices of financial accounting. Yes, these are *auditors*, but they are only one of the species, for *auditing* is nothing more than *the process* of comparing what actually happened with what should have happened, and *financial auditing* is but one of several audit processes to which an entity must submit to ensure compliance with the best practices of corporate governance and to manage its risks. *Auditing* is, in essence, an *investigative process*.
- Understanding that the investigation process itself is *a science*. FSG’s approach to *investigation, auditing, tracing* and *risk management* is the application of SCIENTIFIC METHOD – a science with which that anyone with a graduate or post-graduate qualification will be familiar, but which very few have researched as a unique discipline. I have spent a career doing so.

I have written much about FSG’s corporate evolution and the manner in which we are gaining ground in our target markets in our website, which I will not repeat here, save to state that these advancements are significantly attributable to the Communiqués we have been circulating about twice a month by email to tens of thousands of relevant decision-makers in our target markets for the past six years. There is an entire function of FSG that is dedicated to identifying the decision-makers in our target markets, and to building and maintaining our Communiqué distribution database.

If you are not a recipient of our Communiqués, please consider using the facility in the COMMUNIQUE page of our website to subscribe to our Communiqués. (We are hyper-sensitive to being accused of spamming, so we need your subscription if we are to include you in our distribution database.)

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Finally, I am pleased to announce FGS's most significant national *corporate* business success. In March 2012 we were appointed the outsourced investigative resource of the Public Protector, South Africa. I have written a great deal about this in our website, and have included links to volumes of relevant, related material, but all said and done, FSG has just been delegated the judicial authority of the Public Protector (which incredibly includes the *legislated* power of subpoena, seizure, arrest and sanction) to support the mandate of the Public Protector *to enforce constitutional democracy* by detecting, investigating, mediating or prosecuting, sanctioning (where legislatively permitted) and preventing any behavior on the part of civil servants – from the most senior MEC in national government to the lowest ranked employee of a local of authority - that undermines the constitutional right of all citizens to service delivery from government. If you take a few minutes to research the mandate of the Public Protector, you will conclude for yourself that the Public Protector is the single-most powerful – and the most legislatively capacitated – judicial resource of government to detect, investigate, prosecute, sanction and prevent *especially* the *scourge* of corruption that is devouring not only the credibility of South Africa but the core resources we need to govern a country that *has the capacity* to stand tall in the international arena. (The recent Commission of Enquiry involving National Police Commissioner Bheki Cele and the 'improper' conclusion of two leases that would have encumbered government to the tune of R 1.6 billion is probably the most public manifestation of the successes of the Public Protector to date.)

I am extremely proud – and extremely humbled – by this success; one that would not have been possible if I had not relinquished part of my 100% shareholding of FSG to make way for some extremely astute, incredibly ethical and professional persons, who have my respect, trust, gratitude and affection, to acquire a shareholding of FSG such that FSG has formally achieved a LEVEL FOUR B-BBEE accreditation. It remains for me, as FSG's CEO, to demonstrate that FSG is worthy of your professional consideration. I start by exposing you to the monstrosity of our website ...

Thank you.

Yours faithfully

WILLEM JARDINE

CEO | NATIONAL DIRECTOR: OPERATIONS

Cell: 0837841523 | Email: willemjardine.fsg@telkomsa.net

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