

## ACADEMIC FORMAT OF CURRICULUM VITAE FOR PROF. JOHANNA (HANLIE) SMUTS

### 1 BIOGRAPHICAL SKETCH

#### 1.1 GENERAL INFORMATION

<b>Surname</b>	Smuts									
<b>First names</b>	Johanna Louisa (Hanlie)			<b>ID Number</b>	6211230017086					
<b>Citizenship</b>	SA			<b>Title</b>	Prof	<b>Female</b>	<input checked="" type="checkbox"/>	<b>Male</b>	<input type="checkbox"/>	
<b>Place of birth</b>	Hartswater, South Africa			<b>Date of birth</b>	23 November 1962					
<b>Population group</b>	<b>African</b>	<input type="checkbox"/>	<b>Colour-ed</b>	<input type="checkbox"/>	<b>Indian</b>	<input type="checkbox"/>	<b>White</b>	<input checked="" type="checkbox"/>	<b>Other (Please specify)</b>	
<b>Department</b>	Informatics			<b>Position</b>	Associate Professor					
<b>Direct Telephone</b>	+27(0)12-420 6814 / +27832221111			<b>Direct Telefax</b>	27(0)12-362 5287					
<b>E-mail</b>	Hanlie.smuts@up.ac.za									
<b>Date of appointment</b>	1/9/2017			<b>Permanent full-time</b>	<input checked="" type="checkbox"/>	<b>Temporary full-time</b>	<input type="checkbox"/>			

#### 1.2 ACADEMIC QUALIFICATIONS OBTAINED

<b>Degree/ Diploma</b>	<b>Field of study</b>	<b>Higher education institution</b>	<b>Year</b>	<b>Distinctions</b>
BSc	Computer Science	University of Stellenbosch	1983	
BSc Hons	Computer Science	University of Stellenbosch	1984	
MSc	Information Systems	University of South Africa	2008	With distinction
PhD	Information Systems	University of South Africa	2012	

<b>1.3 WORK EXPERIENCE TO DATE</b>		
<b>Name of employer</b>	<b>Capacity and/or type of work</b>	<b>Period From mm//yy to mm//yy</b>
University of Pretoria	Associate Professor	09/2017 to date
aYo Holdings, a JV of MTN Group and MMI	Group Executive: People, Projects and Operations	04/2017 – 08/2017
MTN Group, Johannesburg	Seconded as General Manager: Product & Digital reporting to the Chief Strategy and M&A Officer of MTN Group with the special assignment to roll out a joint venture for telco insurance	04/2015 – 03/2017
MTN SA, Johannesburg	General Manager: Product & Digital reporting to the CMO of MTN SA	12/2014 - 03/2015
MTN SA, Johannesburg	General Manager: Digital reporting to the CMO of MTN SA	06/2014 - 11/2014
MTN SA, Johannesburg	General Manager: Electronic Channels reporting to the CEO of MTN SA	10/2013 - 05/2014
MTN SA, Johannesburg	General Manager: Customer Experience Integration and Enablement reporting to the CEO of MTN SA	02/2012 - 09/2013
MTN SA, Johannesburg	General Manager: Customer Experience Integration and Enablement reporting to the Chief Sales and Distribution Officer	08/2008 - 01/2012
MTN SA, Johannesburg	Value Stream Specialist, Products and BI	04/2007 – 07/2008
MTN SA, Johannesburg	Acting Senior Manager: Facilities, Implementation and Support	08/2006 – 03/2007
Business Connexion	Advisory HR Practitioner Reward	03/2006 – 07/2006
Business Connexion	Project Consultant, Project Manager, Principal Consultant	11/2004 – 02/2006
i-Cap Business Intelligence	Principal Consultant	07/2004 – 11/2004
MTN SA, Johannesburg	Senior Manager: Learning and Organisational development, MTN HR	12/2003 - 06/2004
MTN SA, Johannesburg	Acting Senior Manager: Organisational Development, MTN HR	12/2002 – 11/2003
MTN SA, Johannesburg	Organisational Development Consultant, MTN HR	12/1999 – 11/2002
MTN Group, Johannesburg	Seconded to Organisational Remodelling Project, Human Resources	08/1999 – 11/1999
M-TEL, MTN Group, Johannesburg	Business System Development and Training Manager, M-TEL	11/1997 – 07/1999

M-TEL, MTN Group, Johannesburg	Business System Development Group Manager, Subscriber Operations	02/1997 – 10/1997
MTN Group, Johannesburg	Business System Development Group Manager, MTN Billing	10/1995 - 01/1997
MTN Group, Johannesburg	Product Business Analyst, MTN Billing	06/1995 - 09/1995
Multichoice, Johannesburg	Project Manager, Information Systems Department	07/1991 - 05/1995
MNET, Johannesburg	Systems Analyst, Information Systems Department	08/1986 – 06/1991
Oude Meester, Stellenbosch	Analyst Programmer, Information Systems Department	04/1986 – 07/1986
Nasionale Pers, Cape Town	Programmer, Research & Development Department	12/1984 – 03/1986

## 2 TEACHING ACTIVITIES

2.1 Courses presented		
Course	Level (e.g. second year, Masters)	Self developed (Yes or No)
Mentorship and Planning	Masters and PhD	Yes
INF 802 MIT 852 ICT Programme Management	Masters (MIT Stream ICT Management)	Yes
MIT844 Strategic ICT Management	Masters (MIT Stream ICT Management)	Yes
MIT806 Big Data Management	Masters (MIT Stream Data Science)	Yes
ABRM01-9 Advanced Business Research Methodology	Masters	No
Up to August 2017		
Induction programme	Designed and facilitated an induction programme for the telco insurance joint venture of MTN.	Yes
Leadership	Designed and facilitated a Leadership Experiential Course for high school entry level learners (Grade 7's). Groups of between 60-70 learners attended the sessions as commissioned by one of the High Schools in the community.	Yes
Staff wellness programme	Designed and facilitated for the Department of Child Welfare, Roodepoort	Yes
Strategic planning toolkit	Designed and facilitation for religious organisations and church boards	Yes

Power Hours	Designed, packaged and facilitated set of motivational, inspirational and experiential modules, "Power Hours" with work books. As employees have full programmes, I have designed the content in sessions of 1 hour each.	Yes
<b>Knowledge shares (1 hour sessions)</b>	<ol style="list-style-type: none"> <li>1. MTN history, clerks to execs, creating Group, multiple business models, a company of opportunities</li> <li>2. Organisational design, job grading and levels of work –designing an organisation and how we do it in MTN</li> <li>3. Enterprise architecture, solution architecture, business architecture – how does architecture work for me</li> <li>4. Let governance work for you - MTNs internal processes</li> <li>5. Centre of excellence – principles, application, EXCELLENCE!</li> <li>6. Behavioural change management – principles and application of moving the workforce from here to there!</li> <li>7. Root cause analysis – the recipe to finding the real issues</li> </ol> <p><b>Team building and development</b></p> <ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Team motivation me, my team and my organisation</li> <li>3. Knowledge cafes – don't think outside the box, there is no box</li> <li>4. Career planning and pathing</li> </ol>	Yes
<b>Teamwork</b>	<ol style="list-style-type: none"> <li><b>1. Introduction</b> <ol style="list-style-type: none"> <li>a) the wonder of the brain</li> <li>b) generations and the impacts on the world of work</li> <li>c) media, stereotyping</li> <li>d) technology and its impact on us</li> </ol> </li> <li><b>2. Understanding self and skills for ME</b> <ol style="list-style-type: none"> <li>a) Visualisation and self talk</li> <li>b) positive affirmations</li> <li>c) emotional bank account</li> <li>d) personal brand and leadership point of view</li> </ol> </li> <li><b>3. Taking my skills into the world of work (and home!)</b> <ol style="list-style-type: none"> <li>a) Avoidance techniques, Silence and violence</li> <li>b) Facts and stories, Generalisation</li> </ol> </li> </ol>	Yes

	c) STOP technique d) High performance teams	
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## 2.2 Other education and pedagogic courses presented

Course	Year	Institution
Supervision of post-graduate students – Masters, MIT and PhD	2016 to date	University of Pretoria
Moderator for MNG1502 and MNG1602, course – (Business Management)	2016 to date	UNISA
Masters, MBA, MIT supervision	2013 to August 2017	Milpark Business School, Da Vinci Institute, Regenesys Business School

## 3 TEACHING OUTPUTS

### 3.1 Educational publications and products

#### Theses:

Smuts J L (2012) : A knowledge framework for Information Systems outsourcing, University of South Africa, PhD (Information Systems)

Smuts, J L (2008): Towards a comprehensive knowledge management system architecture, University of South Africa, MSc (Information Systems)

## 4 OTHER TEACHING CONTRIBUTIONS

### 4.1 Membership of national and international bodies

#### Current

- Enterprise Architecture Collaboration Forum, University of Pretoria - Member of Steering Committee
- South African South African Institute of Computer Scientists and Information Technologists – Member
- Association for Information Systems – member
- Southern African Computer Lecturers 'Association – member
- Knowledge Management Society of South Africa - member

#### Previous

- Adjunct Member of The Academic Faculty, Regenesys Business School (to 2017)
- IEEE SMCS (Enterprise Architecture & Engineering TC) - Member
- IEEE SMCS SA - Member
- Enterprise Architecture Forum, University of Pretoria – Member (to 2017)

- Board member of the International Institute for Business Analysts (IIBA) – SA Chapter: Director Marketing (2013)
- Number Portability Company (Pty) Ltd, Director, represented MTN (2009 – 2011)

<b>4.2 Participation in national and international teaching associations, bodies, committees</b>			
Milpark School	Business	August 2016 to December 2017	On-line lecturer, course ABRM01-9 Advanced Business Research Methodology
UNISA		2015 to date	Moderator for MNG1502 and MNG1602, course - Management
Da Vinci Institute		2013 to 2015	MBA study leader - dissertations
University of Pretoria		2014 to date	MIT and PhD study leader
Milpark School	Business	2013 to date	External examiner / marker for MBA dissertations
North West University		2013 to 2016	External examiner / marker for Masters dissertations
Regenesys School	Business	2015 to December 2017	External examiner / marker for MBA dissertations
University of Pretoria		2013 to date	External examiner / marker for Masters dissertations
UNISA		2017 to date	External examiner / marker for Masters dissertations
University of Pretoria		2013 to December 2017	Member of the Advisory Committee for Informatics, EBIT
UNISA		2016 to 2017	Member of the Advisory Committee
University of Johannesburg		2009 to 2013	Member of the Advisory Committee for IT degrees
Milpark School	Business	2017 to December 2017	Appointed as subject matter expert and a critical reader in the field of Research Methodology, BRES01-8 Research Methodology Module, Postgraduate Diploma in Business Administration qualification
Member of multiple review committees for journals, conferences and publications		2012 to date	Some include International Journal for Knowledge Management, SAICSIT, IGI, SACJ. Further detail available upon request.

## 5 RESEARCH ACTIVITIES

### 5.1 Former supervision or co-supervision (*completed*)

Name of student	Degree/Title of dissertation/ thesis and date	Supervisor or	Co-supervisor or(s)	Duration of studies (years)
Tracy-Lee Alison Kotze	M.Comm (dissertation 2017): The role of knowledge capturing during the elicitation of system requirements in a high-	Hanlie Smuts		4

<b>Name of student</b>	<b>Degree/Title of dissertation/ thesis and date</b>	<b>Supervisor</b>	<b>Co-supervisor(s)</b>	<b>Duration of studies (years)</b>
	reliability organisation in South Africa			
Busisiwe Sara Juleka	MIT (mini-dissertation 2017): Enabling business transformation through Enterprise Architecture using the Knowing Cycle in South African state owned and private companies	Hanlie Smuts		2
Anele Apleni	MBA (mini-dissertation 2017): Harnessing information communication technologies to improve service delivery within the National Department Of Home Affairs	Hanlie Smuts		2
Satish Ramcharan	MBA (mini-dissertation 2017): Technologies within Mobile Call Centres: Impact on Customer Service	Hanlie Smuts		2
Lebohang Lindamkhonto Sithole	MBA (mini-dissertation 2017): Information Technology and Business Strategy alignment within Corporate South Africa: An assessment of the alignment maturity levels	Hanlie Smuts		2
Thembinkosi Nyoni	MBA (mini-dissertation 2017): Reimagining relationships between the Information Technology Division and All Business units within a short term insurance company in Johannesburg	Hanlie Smuts		2
Nelius Janse van Rensburg	MBA (mini-dissertation 2017): Critical analysis of an ISO asset management standard on maintenance management of heavy mining equipment	Hanlie Smuts		2
Bapiwe Nyeli	MBA (mini-dissertation 2017): Factors affecting the impact of mobile payments: A case study of part time students	Hanlie Smuts		2
Venencia Masekesa	MBA (mini-dissertation 2016): Key drivers of life insurance purchases in South Africa - a consumer perspective	Hanlie Smuts		2
Rushantha Mohabier	MBA (mini-dissertation 2016): The effect of mobile social networking and mobile technologies on student productivity within a high school in South Africa	Hanlie Smuts		2
Lauren van der Merwe	MBA (mini-dissertation 2016): Evaluating key elements of message modification in online search advertising's copy to increase effectiveness for online payroll software in South Africa	Hanlie Smuts		2
Nicky Slaffa	MBA (mini-dissertation 2016): The state of affairs of curriculum assessment policy statements in Gauteng primary schools	Hanlie Smuts		2

<b>Name of student</b>	<b>Degree/Title of dissertation/ thesis and date</b>	<b>Supervisor</b>	<b>Co-supervisor(s)</b>	<b>Duration of studies (years)</b>
Connie Angel Mkhize	MBA (mini-dissertation 2015): The role of ICT in South African automated payments clearing: interconnectivity and interoperability	Hanlie Smuts		2
Mulalo Livhuwani Mukwevho	MBA (mini-dissertation 2015): Risk management in business processes within South African telecommunications companies; challenges and success	Hanlie Smuts		1
Tsebeletso Mashau	MIT (Mini 50% 2015): Knowledge Management Critical Success Factors in the Financial Sector in South Africa	Hanlie Smuts		1
Kethabile Seekane	MBA (mini-dissertation 2014): The future of South African print media companies in a digital world: challenges and implications	Hanlie Smuts		1
Nthabiseng Mpila	MBA (mini-dissertation 2014): Enterprise Risk Management: impact, effectiveness and challenges within the South African telecommunications industry	Hanlie Smuts		2
Lindani Welcome Mbhele	MBA (full 2014): Systems approach on maintenance strategies to enhance customer service: An Eskom Eastern Cape Operating Unit Survey	Sam Ngwenya	Hanlie Smuts	2
Victor W. Chisiwa-Sithole	MBA (mini-dissertation 2014): Viability of outsourcing internet banking services support process at a South African Bank	Hanlie Smuts		2
Sikhumbuzo Prince Maphumulo	MBA (mini-dissertation 2014): SIM card based value added services as an alternative revenue generator for mobile network operators in South Africa	Hanlie Smuts		2
Nasen Marimuthu Govender	MBA (mini-dissertation 2014): The Black Swan paradox: Investigation into the myth that SAP projects fail more often than they succeed	Hanlie Smuts		2
Kavendren Naicker	MBA (mini-dissertation 2013): The Effects of Outsourcing on Lexmark International's Performance	Hanlie Smuts		1

## 5.2 Current post-graduate students

<b>Name of student</b>	<b>Degree enrolled for and date of first</b>	<b>Project title</b>	<b>Supervisor</b>	<b>Co-supervisor(s)</b>	<b>Year of registration</b>
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	<b>registrati on</b>				
Msawakhe William Mzulwini	PhD, 2018	Developing a Framework for Assessing IT Projects or Programmes Complexity, the Case of Telecommunication Industry in South Africa	Hanlie Smuts		2018
Amaleya Goneos-Malka	PhD, 2018	Innovation capability in disruptive and agile organisations	Alta van der Merwe	Hanlie Smuts	2018
Zandile Mbethe	PhD, 2018	Key Cloud Computing Migration Factors for Legacy Systems: A Financial Industry Case Study	Hanlie Smuts		2018
Alet Smit	PhD, 2018	A Framework for the Implementation of Machine Learning Using Big Data	Hanlie Smuts		2018
Kudzai Mapingire	PhD, 2018	A Framework for Continuous Refinement of Digital Transformation Strategies due to Disruptive Technologies	Hanlie Smuts		2018
Keagen Thompson	MIT, 2018	Software development team	Hanlie Smuts		2018
Patience Gwavava	MIT, 2018	Knowledge exchange	Hanlie Smuts		2018
Bohlale Mojapelo	Masters, 2018	The impacts of deploying big data analytics solutions in organizations and industry sectors: Lessons learned mapped to the big data value chain	Hanlie Smuts		2018
Mashudu Mambani	Masters, 2018	Designing a Digital Business - Adapting Traditional Enterprise Architecture (EA) Frameworks to Drive Digital Transformation	Hanlie Smuts		2018
Blessed Sue Mhonderwa	Masters, 2018	Knowledge Management in the electricity supply industry in Zimbabwe	Hanlie Smuts		2018
Pontso Khalema	MIT, 2018	A knowledge management framework for the Roads Directorate in Lesotho	Hanlie Smuts		2018
Shannon Taryn Newman	Hons, 2018	Analysis of the knowledge management process impact in an organization's digital transformation programme	Hanlie Smuts		2018
Carin Koekemoer	MIT, 2017	The impact of consumer complaint resolution on customer satisfaction within the banking industry: a proposed framework	Hanlie Smuts		2017
Sharazaan Collins	MBA, 2017	Alignment between IT and Business Strategies within a selected Telecommunications company in Gauteng: Opportunities and Threats	Hanlie Smuts		2017
Rhyno Adendorff	MBA, 2017	Cloud adoption influences in South African business	Hanlie Smuts		2017
Ryan	MBA,	The Effect of Equality Acts on Employees	Hanlie		2016

Steinberg	2017	and Businesses	Smuts		
Brenda Didi-Quvane	PhD, 2014	Framework for dynamic risk management in agile organisations	Hanlie Smuts	Machdel Mathee	2014

## 6 RESEARCH OUTPUTS

### 6.1 Journal Papers

Smuts, H., Kotzé, P, Van der Merwe A. & Loock, M. (accepted with review). *Framework for Managing Shared Knowledge in an Information Systems Outsourcing Context*, International Journal of Knowledge Management

Alta van der Merwe, AURONA Gerber, Hanlie Smuts (2017). *Mapping a Design Science Research Cycle to the Postgraduate Research Report*, SACLA 2017

### 6.2 Books and/or chapters in books

Smuts, H., Merwe, A. v. d., & Loock, M. (2011). "Key Characteristics relevant for selecting Knowledge Management Software Tools" in A. Eardley & L. Uden (Eds.), *Innovative Knowledge Management*. Hershey, PA: IGI Global (book chapter)

Hanlie Smuts, Paula Kotze, Alta van der Merwe, Marianne Loock (2015): *Knowledge Requirements for Information Systems Outsourcing*, book chapter in *Strategic Information Technology Governance and Organizational Politics in Modern Business*, DOI: 10.4018/978-1-4666-8524-6.ch004

### 6.3 Published full-length conference papers/keynote addresses

Hanlie Smuts, Paula Kotzé, Alta van der Merwe, Marianne Loock (2010): "Information Systems outsourcing issues in the communication technology sector", Proceedings of the IADIS International Conference Information Systems 2010, Edited by: Miguel Baptista Nunes, Pedro Isaías and Philip Powell, 2010 IADIS Press, ISBN: 978-972-8939-09-0

Hanlie Smuts, Alta van der Merwe, Paula Kotze, Marianne Loock (2009): "A Framework and Methodology for Knowledge Management System Implementation", Proceedings of the Annual Research Conference of the South African Institute of Computer Scientists and Information Technologists, SAICSIT 2009 : 70-79

Hanlie Smuts, Alta van der Merwe, Marianne Loock (2009): "Key characteristics in selecting software tools for knowledge management", 11th International Conference on Enterprise Information Systems, ICEIS 2009 : 61

Hanlie Smuts, Paula Kotze, Alta van der Merwe, Marianne Loock (2010): "Critical Success Factors for Information Systems Outsourcing Management: A Software Development Lifecycle View", Proceedings of the Annual Research Conference of the South African Institute of Computer Scientists and Information Technologists, SAICSIT 2010

Hanlie Smuts, Paula Kotze, Alta van der Merwe, Marianne Loock (2015). *Knowledge Asset Management Pertinent to Information Systems Outsourcing*, Proceedings of the 3rd World Conference on Information Systems and Technologies (WorldCIST 2015), Ponta Delgada, São Miguel, Azores, Portugal, 978-3-319-16486-1, pp 43-55.

Hanlie Smuts, Paula Kotze, Alta van der Merwe, Marianne Loock (2015). *Client-vendor knowledge transfer mechanisms in the context of IS outsourcing*, 10th Knowledge Management in Organizations Conference (KMO 2015), Maribor, Slovenia, 978-3-319-16486-1

Hanlie Smuts, Paula Kotze, Alta van der Merwe, Marianne Loock (2015). *Threats and Opportunities for Information Systems Outsourcing*, Third International Conference on Enterprise Systems (ES 2015), Basel, Switzerland

Paula Kotze, Hanlie Smuts (2016): *Applying the Foundations of Enterprise Systems Engineering in Complex Real-world Environments: Lessons Learnt from Real-world Project Examples*, 4th International Conference on Enterprise Systems, Melbourne, Australia.

#### 6.4 Non-refereed publications or popular articles

Hanlie Smuts: "Gemeentetransformasie: 'n lidmaat se perspektief", *Kruisgewys* 4(2) : 19

## 7 OTHER SCHOLARLY RESEARCH-BASED CONTRIBUTIONS

### 7.1 Participation in conferences, workshops and short courses - specify type of contribution

#### 7.2.1 National

Presented the paper "A Framework and Methodology for Knowledge Management System Implementation", at the Conference of the South African Institute of Computer Scientists and Information Technologists, SAICSIT 2009

Presented the paper "Critical Success Factors for Information Systems Outsourcing Management: A Software Development Lifecycle View", at the Annual Research Conference of the South African Institute of Computer Scientists and Information Technologists, SAICSIT 2010

Guest lecture to the final year Industrial Engineering students, EBIT, University of Pretoria: "Design is not just what it looks like and feels like, it is how it works", August 2016. The purpose of this lecture was to illustrate application of theoretical principles such as business canvas, enterprise architecture, product design, supply chain management with a real life example.

#### 7.2.2 International

Presented the paper "Key characteristics in selecting software tools for knowledge management" at the 11th International Conference on Enterprise Information Systems, ICEIS 2009 in Milan, Italy

Presented the paper "Knowledge Asset Management Pertinent to Information Systems Outsourcing" at the 3rd World Conference on Information Systems and Technologies (WorldCIST 2015) at the University of the Azores, Ponta Delgada, São Miguel, Azores, Portugal,

Presented the paper "Client-vendor knowledge transfer mechanisms in the context of IS outsourcing" at the 10th Knowledge Management in Organizations Conference (KMO 2015) at the University of Maribor, Slovenia

Presented the paper “Threats and Opportunities for Information Systems Outsourcing” at the Third International Conference on Enterprise Systems at the University of Basel, Switzerland

## **7.2 Teamwork and collaboration with others:**

### **Industry**

#### ***CAPSTONE projects for MSc (BMI) business analytics students, North West University***

The Centre for BMI has introduced a new MSc BMI curriculum with specialisation in Business Analytics that commenced from 2013 onwards. The curriculum has been designed on the same principles as that of the highly successful Advanced Analytics programme of the North Carolina State University NCSU (see <http://analytics.ncsu.edu/> ) and on the well-established project management procedures of the MSc BMI Quantitative Risk Management (QRM).

Unlike the MSc BMI (QRM) programme, where student projects are conducted on an individual basis and on-site at various companies, the MSc BMI (BA) projects will be in a team format and will take place at the university. We will refer to these projects as CAPSTONE projects (in line with the NCSU convention). However, it is important to note that the same BMI project management principles will be utilised in the process.

I sponsored and participated in the CAPSTONE Project for MSc BMI students of the North West University (NWU). The key feature of the CAPSTONE Project, gives students the opportunity to conduct multi-disciplinary real-world analytics projects using data from sponsoring organisations. The scope of the MTN SA CAPSTONE project was to develop a basket analysis model, predicting the next product a customer would most likely buy. This predictive model enabled MTN SA to pro-actively offer a customer a product based on the outcome of the model. Three students were allocated to the CAPSTONE project at MTN SA (Pty) Ltd and my role entailed oversight, direction and assessment of the outputs of the MSc students.

My role included, but not limited to, the following activities:

- Lecture on the telecommunications industry, key drivers in the industry and MTN SA in particular at the NWU campus
- Requirements definition for the research and model required
- Regular meetings with the students to assess and guide progress
- Assessment of the students in terms of the research project management

I also acted as external examiner for the dissertation of one of the students assigned to the MTN SA project.

### **Academic**

#### ***Bambanani South Africa Live, Prof Knut Hinkelmann, FHNW, Switzerland***

While I was busy with my Masters Degree, I attended a knowledge management guest lecture and master class with Prof Knut Hinkelmann. As the knowledge management field is my field of research, he assisted and provided feedback regarding certain elements of my study since 2008.

Since 2014, the MSc Business Information Systems and MSc International Management programmes participated in the Bambanani project which visits a number of international enterprises in South Africa. This enables them to become acquainted, on-site, with South Africa's economic, social, political and cultural systems as well as South African management and leadership styles.

I host Prof Hinkelmann and the students at MTN SA the focus of the knowledge sharing sessions are on innovation in terms of the network and products, as well application of technology in terms of monitoring the network. Site visit and discussion includes an engagement at the green switch that was designed by MTN Engineers (plant that burn natural gas to generate electricity), the solar plant, the innovation lab and innovative products in the mobile financial services domain.

Some areas of collaboration has also been defined and I assisted some of his students with their research papers, data collection and inputs in terms of the engagement at the study tour.

This collaboration is an annual event and enables engagement and collaboration during the year.

### **7.3 Membership in national and international bodies**

#### **Academic**

- Adjunct Member of The Academic Faculty, Regenesys Business School
- South African South African Institute of Computer Scientists and Information Technologists - Member
- IEEE SMCS (Enterprise Architecture & Engineering TC) - Member
- IEEE SMCS SA - Member
- Enterprise Architecture Collaboration Forum- Member of the Steering Committee
- Knowledge Management Society of South Africa – member
- Association for Information Systems – member
- Southern African Computer Lecturers 'Association – member

#### **Industry**

- Board member of the International Institute for Business Analysts (IIBA) – SA Chapter: Director Marketing (2013)
- Number Portability Company (Pty) Ltd, Director, represented MTN (2009 – 2011)

## **8 MANAGEMENT AND ADMINISTRATIVE DUTIES**

### **ACADEMIC**

- Module co-ordinator for MIT844 Strategic ICT Management and MIT852 ICT Programme Management
- Accountable for media screen – internal, departmental communication
- Editor of the departmental newsletter
- Accountable for update of departmental web page and notice boards

### **INDUSTRY**

#### **General management**

- Recruit, develop and retain people with outstanding skills, qualifications and potential
- Define the divisional KPAs and KPIs that will be cascaded down to each area
- Performance management and identification of training needs
- Accountable for a customer centric culture and shift to legendary service provision
- Build talent by identifying and developing new leaders for the respective environment
- Employee relations and collaborative teamwork
- Manage Employment Equity and diversity
- Coaching and guidance of subordinates
- Build professionalism, loyalty and commitment to the organization
- Communicate actively and effectively resolving any potential conflicts that may arise
- Display an understanding of the strategic nature of effective leadership in the organisation
- Provide operational direction for the team (jointly setting goals and objectives in accordance to strategy)

### **Business optimisation**

- Identify opportunities for areas of improvement across the business
- Analyse the information obtained and disseminate to relevant areas of the business in a value-adding way
- Continuously review business performance and recommend creative ways to enhance performance
- Provide innovative solutions to ensure that functionality and business improvement is delivered on time according to best practices
- Use resources creatively and balance the workload to meet the demand and deliver required outputs at the required quality level

### **Budget management**

- Forecast, plan, develop and review budgets that provide company with return on investment, and obtain approval
- Manage and optimise the budget, ensuring all expenditure is in line with the agreed budgets
- Regular and monthly reporting of actuals vs budget

### **Learning and Performance Management**

- Define training objectives, strategies and programmes, in alignment with HR policies and guidelines
- Drive the identification of training requirements, including new offers and new processes training and ad-hoc requests
- Compile training needs onto a training roadmap. Ensure effective prioritisation and arbitrate resolution of eventual conflicts
- Research, evaluate, select and design training methodologies and ensure adequate vendor selection and management
- Liaise with relevant areas to drive the definition and preparation of relevant training documentation and course material
- Programme-manage delivery of training and training materials across sales and service channels across regions
- Ensure best supplier selection and manage and monitor relationships with partners and suppliers
- Manage and monitor regional training teams

- Ensure delivery of adequate quality
- Monitor and report on results, including compilation of periodical activity and measurement, assessment and evaluation of training delivered
- Take corrective action where necessary
- Design and drive implementation of effective and efficient tactical incentive programmes and schemes to drive performance of functional units

### **Operations Management**

- Design and implement the customer engagement framework, with alignment to customer lifecycle management defined by the marketing function.
- Ensure cross functional alignment, especially with sales and marketing, best practice sharing and proper understanding by other areas of claims, engagement and servicing strategies aimed to obtain optimal persistency
- Establishment of data warehouse(s), embedding the Information value chain and BI way of work
- Creating visibility and awareness of data governance
- Building a proactive data quality approach, collaborative BI community and Center of Excellence
- Addressing skills and transfer of learning
- Knowledge shares with the broader BI community held bi-monthly on topics such as big data, EDW, Customer Experience Analytics, Business Planning Data and Presentation Layer, etc.

## **9 COMMUNITY SERVICE OR PROFESSIONAL SKILLS**

### **9.1 Outreach projects**

- I was the chairperson of the school governing body of Roodekrans primary school for 10 years (2000-2010). During this period I managed a project to establish a computer centre at the school with the associated computer tutoring. I also reached out to the community and trained 48 school governing bodies in the West Rand District on good governance and strategic planning for School Governing Bodies.
- I designed and facilitated a Staff Wellness programme for the Gauteng Child Welfare Johannesburg. The programme outcomes was achieved through experiential learning activities that fostered significant attendee participation and engagement. The same programme was also taught to the Johannesburg Institute of Social Services (JISS) which is a child and family welfare institute that extends services to individuals, families and communities.
- I designed and facilitated a strategic planning toolkit for churches on the West Rand. The toolkit included a process with outcomes around vision, mission, strategies, and tactical plans and then translated into an annual operational plan. The church management committee then drives implementation and execution of the plan.

<b>Special Lectures</b>		
“Work-life balance and life changing events”	MTN SA Woman’s Forum	April 2013
“Hoe lyk ‘n man van God uit die oë van ‘n vrou”	Mighty Men Breakfast	May 2013
“Ons wêreld pak jy nie sonder handskoene aan nie!”	Academic Student Union, Faculty of Arts, North West University	February 2014

## 9.2 Professional service performed

<b>Topic</b>	<b>Commercial / Academic Conference</b>	<b>Date</b>
“ORACLE HRMS Implementation Successes”	ORACLE / Xayce roadshow – two sessions, Gallagher Estate, Johannesburg and Waterfront, Cape Town	February 2002
“Employee Performance Management Model and ERP system enablers”	Performance Management Conference, Knowledge Resources, Gibbs Institute	March 2002
“A practical guide to optimize the implementation or upgrade of your 11i ORACLE HRMS system”	ORACLE Application User Group, Rome, Italy	September 2002
“Human Capital and Sustained Competitive Advantage”	SA ORACLE Application User Group, Sun City	October 2002
“e-HR: Mission Possible”	Primeserve HR Conference, Indaba Hotel	April 2003
“Customer Experience – one of the BIG 6 in MTN SA”	MTN SA Leadership Conference 2008, Durban	June 2008
“Key characteristics in selecting software tools for knowledge management”	ICEIS 2009, Milan, Italy 11th International Conference on Enterprise Information Systems (ICEIS)	May 2009
“Impressive experiences everywhere you go”	MTN SA Leadership Conference 2009, Cape Town	May 2009
“Customer Experience Management – mission possible?”	SA ORACLE User Group (SAOUG) User Conference 2009, Durban	June 2009
“A Framework and Methodology for Knowledge Management System Implementation”	South African Institute for Computer Scientists and Information Technologists (SAICSIT) 2009, Vanderbijlpark	October 2009
“There’s no traffic jam along the extra mile”	EMEA eGain User Conference, Windsor, UK	May 2010

<b>Topic</b>	<b>Commercial / Academic Conference</b>	<b>Date</b>
“Critical Success Factors for Information Systems Outsourcing Management: A Software Development Lifecycle View”	South African Institute for Computer Scientists and Information Technologists (SAICSIT) 2009, Bela Bela	October 2010
“Creating and delivering a positive, differentiated and sustainable Customer Experience”	TM Forum Customer Experience Management Summit 2012, Johannesburg	November 2012
“BI Centre of Excellence – Mission possible!”	ITWeb’s 8th annual Business Intelligence Summit & Awards, Bryanston, Johannesburg	February 2013
“There’s no traffic jam along the extra mile: going big - and digital - on big data!”	TM Forum Africa Summit, Johannesburg	August 2013
“The role of the Business Analysts as Change Agent”	Business Analysis Summit Southern Africa 2013, Cape Town	September 2013
“Bonfire chats between the HR Director and Enterprise Architect – the emergence of a people architecture”	The Open Group Enterprise Architecture Practitioners Conference, Johannesburg	September 2013
“Insight – look beyond the ordinary!”	Social and Mobile CRM, Gibbs Business School, Johannesburg	March 2014
“To infinity and beyond... You are #makingadifference”	ITWeb Social Media Summit 2014, Johannesburg	June 2014
“Social media and CRM – does it foster loyalty?”	Enhancing Customer Experience, Loyalty and Retention in Telecom 2014, Johannesburg	August 2014
From Disruption to Opportunity: Dare to be Digital – a business perspective	ORACLE C-level Digital Disruption events, Johannesburg, Durban and Cape Town	August 2014
“Managing organisational reputation online”	Highway Africa Conference 2014, Grahamstown	September 2014
Panelist: “Digital Disruption”	Social Media Week 2014, Johannesburg	September 2014
“A customer success story: Dare to be Digital”	ORACLE Day 2014, Midrand	November 2014
“Managing, measuring and enriching the customer experience in an omni-channel world”	Africa Comm 2014, Cape Town	November 2014
“Knowledge Asset Management Pertinent to Information Systems Outsourcing”	3rd World Conference on Information Systems and Technologies, University of Azores, Azores, Portugal	April 2015

<b>Topic</b>	<b>Commercial / Academic Conference</b>	<b>Date</b>
“Client-vendor knowledge transfer mechanisms in the context of Information Systems outsourcing”	10th Knowledge Management in Organisations, University of Maribor, Slovenia	August 2015
“Managing customer experience and organisational reputation online: successes and knock-outs”	4th Annual Enhancing Customer Experience Loyalty & Retention in Telecom, Johannesburg	August 2015
“Threats and Opportunities for Information Systems Outsourcing”	3 <sup>rd</sup> International Conference on Enterprise Systems, University of Basel, Switzerland	October 2015
“Embracing Digital: An Operators Strategy to Deliver Attractive Digital Services and Monetise Them”	Africa Comm 2015, Cape Town	November 2015
“Design is not just what it looks like and feels like, it is how it works”	Guest lecture – final year Industrial Engineering students, University of Pretoria	August 2016

### **9.3 Involvement with other universities/scientific institutions**

On-line lecturer, course ABRM01-9 Advanced Business Research Methodology

- Milpark Business School (August 2016 to date)

Moderator

- UNISA (2015 to date) Moderator for MNG1502 and MNG1602, course – Management

Study leader

- Da Vinci Institute (2013 to 2015) MBA study leader - dissertations
- University of Pretoria (2014 to date) MIT, Masters and PhD study leader

External examiner / marker for MBA dissertations

- Milpark Business School (2013 to date)
- Regenesys Business School (2015 to 2017)

External examiner / marker for Masters dissertations

- North West University (2013 to 2016)
- University of Pretoria (2013 to date)
- UNISA (2017 to date)

Member of the Advisory Committee

- University of Pretoria (2013 to date) Informatics, EBIT

- UNISA 2016 to date
- University of Johannesburg (2009 to 2013) IT degrees

#### Review

- Milpark Business School (2017) Appointed as subject matter expert and a critical reader in the field of Research Methodology, BRES01-8 Research Methodology Module, Postgraduate Diploma in Business Administration qualification
- Member of multiple review committees for journals, conferences and publications (2012 to date)

### 9.4 Referee duties

Mar-09	KM book	Knowledge management and innovation (Paper 206)
Mar-09	KM book	Lessons Learned in Fostering Knowledge Management Deployment and Knowledge Exploration in R&D Workspaces (Paper 300)
Feb-10	KMO conference 2010 (Hungary)	SUSTAINABLE INNOVATION PROCESS IN MICRO-PERSPECTIVE: The Company Approach (Paper 33)
Feb-10	KMO conference 2010 (Hungary)	KNOWLEDGE MANAGEMENT IN TOURISM DEVELOPMENT PROJECTS: A STORY OF WIRKSWORTH, DERBYSHIRE AND THE UK (Paper 45)
Mar-10	International Review of Administrative Sciences (Journal)	Knowledge Management: important issues to be considered in terms of their effectiveness (Manuscript ID: IRAS-2010-021)
Apr-10	AER 2010 workshop (part of ICEIS 2010)	BEHAVIORAL MANAGEMENT SCHOOL-WIDE
Apr-10	AER 2010 workshop (part of ICEIS 2010)	Enterprise Architecture Strategy at the University of Sevilla. A framework for Bologna
Apr-10	Manuscript review	Architecture of a Knowledge Management System based on intelligent agents
Apr-10	Manuscript review	THE APPROPRIATENESS OF PBL'S KNOWLEDGE TRANSFER PROCESS TOWARDS IMPROVED NURSING CLINICAL COMPETENCY
23-Apr-10	Manuscript review	Facilitating Knowledge Sharing and Transfer on Service Improvement
03-Jun-10	SAICSIT 2010	AN ADAPTIVE MODEL FOR SMALL, MEDIUM and MICRO-ENTERPRISES - PICaMM (Paper 29)
03-Jun-10	SAICSIT 2011	Developing a Knowledge System for Information Operations (Paper 39)
Aug-10	Masters dissertation review	A KNOWLEDGE MANAGEMENT FRAMEWORK TO GROW INNOVATION CAPABILITY MATURITY
Sep-11	International Journal for Knowledge Management Studies	An Agile Methodology For Implementing Knowledge Management Systems : A Case Study In Component-Based Software Engineering."

May-12	ECIS2012	Reasons for Deploying Enterprise Systems in Selected Global Corporations in India: An Exploratory Study
May-12	ECIS2012	Can Information and Communication Technologies Lead to Community Capital? An Analysis of Development
May-12	ECIS2012	A Microeconomic Model of Sustained Investments in Telecoms: Conceptual Framework and Empirical Investigation in the Context of Transition Economies
May-12	ECIS2012	Grounded Theory Analysis in Small Business ICT Adoption
Jul-12	Data & Knowledge Engineering (DKE) Journal	A framework of integrating the knowledge life cycle processes in public private partnerships projects
Aug-13	International Review of Administrative Sciences	Organizational Commitment: A Study on National and Expatriate Employees
Oct-14	IJKM 2014	Indigenous language knowledge management: Indexing phonemes acoustically
Dec-14	World CIST 2015	Automatic Upload of Professional Profiles Directly from Sources
Dec-14	World CIST 2015	Antenna for fifth generation (5G) using a EBG structure
Dec-14	World CIST 2015	2D-DWT BASED RESOURCE EFFICIENT HARDWARE ARCHITECTURE FOR IMAGE WATERMARKING USING XILINX® SYSTEM GENERATOR
Jun-15	ES 2015	A framework for impact analysis of on-demand ERP modifications
Jun-15	ES 2015	Using formal methods for managing organisational change in IS Implementation projects
Dec-15	World CIST 2016	The Role of Knowledge Sharing in Outsourcing Relationships: A Study Applied in a Great Brazilian Information Technology Pole
Dec-15	World CIST 2016	The role of information, experience and participation in building brand equity on social media
Dec-15	World CIST 2016	Open Source vs Proprietary Project Management Tools
Mar-16	IJKM 2016	Managing the Transfer of Aerospace Knowledge
Feb-17	AEM 2017	Growth State Transition Model as Driver for Business Process Management in Small Medium Enterprises
Oct-17	SACJ	Tailoring PRINCE2 for use by small and medium-sized entities during the implementation of accounting software packages

## 10 AWARDS AND SCIENTIFIC/SCHOLARLY RECOGNITION

### 10.1 Evaluation status as scientist/scholar

Google Scholar

Citations	81 (February 2018)
h-index	4
<b>Scopus</b>	
h-index	4

## 11 CAPABILITY MAP TO TEACH INFORMATICS SUBJECTS

Throughout my career, primarily in the corporate environment and secondary in the academic world, I have been a facilitator myself, learning something or I was (and still am) in charge of a learning and development team. In this context, two impressions informed my teaching philosophy: (1) new employees arrived from university, highly qualified, but with little or no connection to the real world of work and (2) no or little capability in application of theory in practice, of applying prior knowledge in the context of the real world problem they are trying to solve. I can therefore summarise my teaching philosophy as to ensure critical and innovative thinkers, curious by nature, but methodical by choice.

### MIT CURRICULUM

Semester 1 (First Year):	My capability
MIT 862 (IT Research) Research methodologies applicable to the IT field as preparation for the mini-dissertation.	I am currently a lecturer for Research Methods at a business school. I am also an external examiner and study leader applying the principles of research.
MIT 843 (Information in Perspective) Introduction to information organization and retrieval; information ethics.	I was the head of the BI capability at MTN when it was established and am currently the sponsor of the programme to define a data warehouse and representation layer for MTN's telco insurance JV.
MIT 860 (ICT Infrastructure Management) The course covers various disciplines of IT infrastructure management from the perspective of people, process, and technology. Topics include performance management, network management, and capacity planning.	I have presented a guest lecture and conference presentations dealing with the people, process, technology "cube". As a business transformation consultant I include enterprise architecture elements, operating model considerations and business model outcomes in the context of ICT.
MIT 835 (Information and Knowledge Management) Information and knowledge is regarded as the primary assets of organisations in the knowledge economy. Therefore an overview of information and knowledge management is presented before specific focus is placed on the manner in which technology can enable and support the management of information and knowledge within organisations.	My research passion is knowledge management and both my Masters and PhD was conducted in this field. I had the opportunity to work with Karl Erik Sveiby in person on the project to create an intangible asset monitor for MTN SA and knowledge economy principles.
<b>Semester 2 (First Year):</b>	
MIT 850 (Life cycle and maturity models for IT) The	I have recently co-authored a paper on software

course aims to introduce the fundamental techniques of software engineering, by looking at maturity models, software life-cycles and methods, standards and procedures to assess and measure quality of processes.	engineering and my work outputs include practical application and optimization of software life-cycles in MTNs telco insurance JV where we have a digital product (on 24/7) and deliver software releases in agile cycles.
MIT 851 (Digital Economy) To develop a management perspective of some key concepts and issues pertinent to the digital (or internet) economy.	My corporate role for the past 8 years have been in digital and delivering a bold new digital world to the MTN customers. This included multiple verticals such as media and entertainment, mobile financial services, service delivery platform, etc. I have presented on this topic at many global conference as a key note speaker.
MIT 852 (ICT Project Management) Principles and techniques of project management with specific reference to ICT projects.	I am currently the programme manager of a global programme to deliver a digital product to the MTN operating companies in Africa with USD20m funding for the first 3 years. I am PRINCE2 accredited (although I did not maintain my accreditation certificate) and have won an award for project of the year when consulting at Business Connexion. I have managed 6 organisational re-structuring programmes with the CEO as sponsor and owner of such an organization wide imperative.
MIT 853 (Corporate IT Systems) This module focuses on the problems posed by large systems typically exemplified by integrated IT applications in the corporate sector. Facets covered are the relationships between components in the system (hardware, software, people) and the processes in the system.	I have been the project owner of two major corporate IT system implementatons i.e. the replacement of a legacy customer and care billing system and the establishment of an Enterprise Data Warehouse for MTN SA. As owner, I dealt with all dimensions required to deliver such a capital intensive investment.
MIT 841 (Organisational Behaviour and Management) Managing organisational behaviour and organisational learning in an IT-rich environment.	As a business transformation consultant, I provide expert inputs on all elements of organizational development including behaviour change management when implementing major corporate IT systems. I also present a Power Hour on this topic.
<b>Semester 3 (Second Year):</b>	
MIT 844 (Strategic ICT Management) The role of ICT in obtaining competitive advantage; management of ICT to obtain such advantages.	In lieu of my role as general manager and executive working in the digital product domain, I had the opportunity to work in and present on the strategic imperative of the ICT domain.
MIT 864 (ICT Financial Management) This course is about IT financial management from the standpoint of the general manager and senior executive. Topics include IT capital budgeting; required rates of return for IT investments; the theory of IT finance, including IT policy; financial analysis and planning; short-, intermediate-, and long-term financing; principles of valuation and IT governance from a financial standpoint.	In order to obtain funding for many of the programmes I worked on, I had to submit capital funding business cases with presentation at the CAPEX steering committee. I have some capability listed here to deliver this course.
MIT 840 (Mini Dissertation) The mini-dissertation is an individual report of independent research under	I am currently a study leader and research

the guidance of a supervisor.	method lecturer.
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### Undergraduate curriculum

Module	My capability
INF 112 Introduction to information systems, information systems in organisations, hardware: input, processing, output, software: systems and application software, organisation of data and information, telecommunications and networks, the Internet and Intranet. Transaction processing systems, management information systems, decision support systems, information systems in business and society, systems analysis, systems design, implementation, maintenance and revision.	Both my Masters and PhD were conducted in Management Information Systems. I was a customer care and billing system consultant and had the opportunity to work on this for MTN in the UK, Israel and USA. As system analyst and business analyst I applied all the principles of design and currently as owner / sponsor of systems, I provide input and comment in terms of strategic imperatives and operational priorities.
INF 171 General systems theory, creative problem solving, soft systems methodology. The systems analyst, systems development building blocks, systems development, systems analysis methods, process modelling.	As head of the business analysis, business systems analysis capability in MTN, the involvement in the business architecture capability and as director of the International Institute for Business Analysts (IIBA) in South Africa, I was involved in and delivered business models, process models and relevant system building blocks in order to deliver on customer experience and product system development.
INF 301 (INF 301 is a module that combines INF 315, INF 324, INF 354 and INF 370) A review of current trends that are relevant to the application of information systems within a business environment. Information systems in organisations, social and ethical responsibilities, the role of the Informatician. IT end-user relationships; IT management. Advanced programming. Application of systems analysis and design in a practical project; programming; use of computer-aided development tools.  INF 315 Informatics A review of current trends which are relevant to the application of information systems within a business environment.	Both through my academic studies and my tenure as the General Manager for Customer Experience and then General Manager Product and Digital development, I was involved in and facilitated (translated) between business strategy and information system requirements. I was intimately involved with the alignment of business and IT strategy and the prioritisation of system development linked to business priorities across the entire organisation.
INF 715 Enterprise architecture Enterprise Architecture (EA) involves comprehensive business frameworks that capture the complexity of modern organisations, providing a blue-print for co-ordinating and integrating all components of an organisation. The module will illustrate all the aspects of EA, discuss the need for EA as well as various frameworks, methods and techniques of EA.	As head of enterprise architecture I lead the team that created the process model for MTN SA. Through organizational transformation information architecture was moved into IT and business architecture remained a business function. I have worked on multiple project where I have used the business canvass for scoping and design. Although not accredited, I understand TOGAF and have been speaker on Enterprise Architecture and multiple conferences. I am a member of the EARF of the University of Pretoria and have been appointed as external examiner for EA dissertations by

	UNISA.
INF 782 Electronic commerce The analysis of the management, innovation and information systems aspects of the use of e-business technology and strategies	My current role at MTN evolves around digital products, digital disruptions and the monetisation of digital services as additional revenue streams over and above traditional voice and data. I worked on an innovation project for the Chief Strategy Officer at MTN upon the requirement raised by the board and implemented a process for internal innovation.
INF 787 Managing projects and end-users Main emphasis will be on IS project management using a case study to get practical experience in project management.	I am currently the programme manager of a global programme to deliver a digital product to the MTN operating companies in Africa with USD20m funding for the first 3 years. I am PRINCE2 accredited (although I did not maintain my accreditation certificate) and have won an award for project of the year when consulting at Business Connexion. I have managed 6 organisational re-structuring programmes with the CEO as sponsor and owner of such an organization wide imperative.
INF 788 Information systems development Study and evaluation of different systems development methodologies.	I am familiar with different system development methodologies and am experienced in waterfall method. The project that I am currently seconded too utilize an agile methodology using SCRUMS, daily stand-ups, short and small release cycles, etc to deliver software into production of a digital telco product.
INF 791 Knowledge acquisition and sharing In this information age a lot of data is captured every day and recorded in databases, but the wealth of this data is kept locked in the databases because relatively little mining is performed on this data. This module introduces you to data mining in terms of:  <ul style="list-style-type: none"> <li>• The data mining process - how do you mine data?</li> <li>• The data mining techniques - an overview of the data mining techniques that can be used;</li> <li>• Practical data mining experience - a practical project mining real industry data to find unknown patterns; and</li> <li>• Product overviews - product demonstrations by data mining vendors.</li> </ul>	My research passion is in the knowledge management field and I was privileged to have implemented some of my research findings in my place of work. I have facilitated knowledge harvesting workshops. As the head of BI, strong focus was placed on establishing and building the BI capability, including the data mining and insight generation capability. The outcomes of data mining was implemented back and informed business decisions.
INF 801 Big data science	I was part of a big data pilot project at MTN and am currently the owner of the data project at the telco insurance programme I was seconded too.

## **ACADEMIC**

### **Mathematics diagnostic tool (2017-2018)**

I managed the cross-departmental project team for the development of a mathematics diagnostic tool for 1<sup>st</sup> year engineering students. The purpose of the diagnostic tool was to establish potential knowledge gaps and address same early on with the aim to increase the throughput of students to the 2<sup>nd</sup> year.

### **Bankseta programme (2018)**

I am part of the programme team overseeing the Bankseta bursary program with the specific role of mentor for the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> year and Hons students. I also provide administrative support to the programme leaders.

## **INDUSTRY**

### **Telcosurance joint venture**

As the General Manager for Product and Digital Development at MTN SA, my role was fundamentally managing the product roadmaps for traditional telco voice and data products, as well as the digital products. Digital products consisted of products such as the Service Delivery Platform where 3<sup>rd</sup> party vendor services were integrated, Media and Entertainment and Mobile Financial Services products. Reporting to the Chief Marketing Officer, I was well positioned to be seconded by the MTN Group President and CEO to one of MTN Group's major projects, the establishment of a joint venture focused on selling telco insurance in Africa.

At the point of secondment, the insurance partner was chosen and the first draft business case model was completed. Although the insurance partner also seconded a senior manager to the joint venture, it was agreed by both companies that I would be the overall programme manager for the initiative. Through overseeing all the requirements to deliver a signed off business case, both boards approved the business case for the joint venture and awarded a startup budget of USD20.5m. In addition, a joint venture agreement was negotiated, and upon signature in February 2016, the funding was made available to start up the joint venture.

The business model, operating model and process model were delivered through a joint shareholder team and as programme manager I guided and managed outcomes. System and product specifications were developed and system development commenced. The first phase of 3 focussed on rolling out the telco insurance product to 6 African countries where MTN already had operations. As custodian of the business model and operating model, I defined the organisational structure and developed job profiles aligned to the required outcomes.

At this point, we have established a head office function managed by a Group CEO and appointed multiple roles e.g. Head of Operations, Head of Sales and Distribution, Head of Marketing etc. In addition 2 countries have launched the product i.e. Uganda and Ghana and the operating companies in these countries are up and running, having implement HR and Finance systems over and above the product software. I am currently working in Zambia to ensure the country is launch ready and will then commence to Rwanda, Cote d'Ivoire and Nigeria.

### **Forum for business intelligence and Perfect 10**

The BI capability at MTN was fragmented post multiple organizational restructuring initiatives and based on an EXCO decision, I was assigned at the Head of the Forum for Business Intelligence. The purpose of this role was to manage and oversee a virtual team across the entire organization as the BI capability was decentralized across multiple business functions and IT. The main focus was on establishing a way of work across the multiple functions, to establish a solid BI capability and to ensure that the capability added value in terms of business insight and decision making.

The first two outputs that I managed was a Data Management and Integration Maturity Assessment (Gartner) and a BI Maturity Assessment (Forrester). These two outputs provided a clear roadmap of what gaps had to be closed and the programme was launched with a strong behavioural change management programme in support. I also had to establish proper governance for the BI forum with MTN SA CEO oversight on a quarterly basis and this was defined at multiple levels and implemented. Some additional work streams were identified and an additional body of work around data architecture were kicked off identifying and training data custodians across the organization. A central repository of definitions were created to ensure that all departments utilized the same definition when considering insight and reporting.

As this assignment was overseeing a virtual team across the organization, all budget and funding requirements has to be defined and submitted to EXCO for approval. I have presented at EXCO multiple times requested funding and seeking approval for implementation of initiatives where the analysis has been completed and where a clear way forward has been defined. As Head of the BI Forum I was also appointed as the programme director for the Perfect 10 programme – a customer experience programme launched across the entire MTN Group and conducted in collaboration with BAIN. My role here was to oversee the analytics phase consisting of multiple cycles of data collection e.g. surveys, customer feedback, mystery shopping, operational data analysis, etc. in order to define customer experience gaps that had to be closed towards an optimal Customer Relationship Management environment.

### **Data warehouse project**

As head of the BI forum and due to the fact that legacy data warehouses had to be replaced, I was appointed as the owner of the Enterprise Data Warehouse programme. As owner my role was to define the terms of reference for the programme, to guide the project according to the define deliverables, to chair steering committee meetings, and to ensure that sufficient funding was made available to build the new data warehouse.

Over and above the outcome of the new data warehouse, I had to ensure that not just another legacy system was built again, but that step change that is sustainable, was achieved. Cognisance had to be taken of the proof of concept process implemented with great success in one of the functional areas, as well as work that has been done to date e.g. the sales data mart and the “sustainable” principles applied there.

According to the definition of funding in this instance, I had to present the business case at the CAPEX Steering committee motivating for capital funds to be released as the project progressed. Initial funding of R36m was procured to kick off this project. Based on the outcome of the first phase, additional funding of R17,7m was made available to proceed with the programme.

### **On-line store**

As a part of Digital transformation, MTN SA embarked on implementing an on-line store, Multiple attempts were made, yet at that point, and with large sunken costs, the store was still not available to customers. I was assigned the owner of the programme to implement the on-line shop for MTN SA. The purpose of the shop was to initially sell MTN packages and devices on-line with delivery to a customer’s preferred place of delivery via a courier company.

What was difficult at the time of taking over the programme, was that there was a budget deficit already and no more funds were made available of the amount called off already. The total project budget awarded was R66.2m and to date at that point, almost R50m has been released already. I had to consider an option where within the budgetary frameworks, additional funding of R8.2m was required to complete the work and functionality. I presented this request at the CAPEX Steering committee and obtained the funding to complete the work.

Just post launch of this phase, the MTN Online store contributed an average transaction value of R144.00 per transaction (the average across the virtual channel is R19.82 per transaction). In addition functionality was released enabling lead generation to the service upgrade base, creation and enablement of a mobile (mobi) website for the Online Shop, increasing Online Shop product offering with sale of accessories and other products, enabling content management aggregator (3rd Party) and allowing for the opportunity of cross-sell and up-sell sales to Online Shop customers.

**Referee 1:**

Name : Prof Alta van der Merwe

Current Position: Deputy Dean: Teaching and Learning in Faculty of Engineering, Built Environment and IT

e-mail address: Alta.vdm@up.ac.za

Cell phone number: +27(0)82 577 7352

Address: University of Pretoria, Pretoria

**Referee 2**

Name : Prof Marianne Loock

Capacity: Stand-in Chair of Information Systems Division School of Computing, University of South Africa

e-mail address: loockm@unisa.co.za

Cell phone number: +27(0)82 468 0382

Address: University of South Africa, Pretoria

**Referee 3**

Name : Prof Paula Kotze

Current Position: Research Group Leader and Chief Researcher, Meraka CSIR

e-mail address: pkotze1@csir.co.za

Cell phone number: +27(0)82 454 8013

Telephone number: +27(0)12 841 4791

Address: CSIR, Meiring Naude, Lynnwood

**Referee 4**

Name : Mr Brian Gouldie

Current Position: Chief Executive Officer, MTN Uganda

e-mail address: brian.gouldie@mtn.com

Cell phone number: +27(0)83 222 5000