

Curriculum Vitae of Prof. Hanlie Smuts

With a passion for business transformation, people and knowledge management, I focused on business performance improvement and operating model optimization. The outcomes of my role aimed to deliver consistent, customer relevance across all digital touch points, in order to empower customers through convenient and effective self-service, to drive growth through personalized digital offerings and to strengthen brand association between MTN and digital services. Through a deeper understanding of the digital and adjacent ecosystems, I championed the transformation of the traditional telco model and the need for collaboration and knowledge exchange in order to see the growth of network traffic and increased revenues.

I am also actively involved in developing young leaders in my community and promotes leadership skills through seminars, coaching and mentoring.

My passion for and active involvement in the academic world includes study leader of Masters, MBA and PhD students, external examiner and moderator for multiple universities and business schools, and a member of conference program and journal review boards. I have published several papers and book chapters in the knowledge management and IT outsourcing fields.

I have now joined academia on a permanent basis, but am still engaging in industry on a consulting basis.

PERSONAL DETAILS

Name : Hanlie Smuts
Mobile Number : 083-222-1111
Email address : hanlie.smuts@up.ac.za

EDUCATIONAL QUALIFICATIONS

- 1980: Grade 12, Bloemhof Girls High, Stellenbosch
- 1981 - 1983: B. Sc. Computer Science and Applied Mathematics, University of Stellenbosch
- 1984: B. Sc. Honours, Computer Science, University of Stellenbosch
- 2008 – 2009: MSc Information Systems – knowledge management (obtained with distinction), University of South Africa
- 2009 – 2012: PhD Information Systems – knowledge management, University of South Africa

SPECIAL POSITIONS HELD

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

PUBLICATIONS

Journal Papers

- Smuts, H., Kotzé, P., van der Merwe A. & Loock, M. (2017). Framework for Managing Shared Knowledge in an Information Systems Outsourcing Context, International Journal of Knowledge Management (IJKM), 13(4), pp 1-30
- Van der Merwe A., Gerber A., Smuts H. (2017) Mapping a Design Science Research Cycle to the Postgraduate Research Report. In: Liebenberg J., Gruner S. (eds) ICT Education. SACLA 2017. Communications in Computer and Information Science, vol 730, pp 293-308. Springer, Cham

Books and/or chapters in books

- Smuts, H., Kotzé, P., van der Merwe A. & Loock, M. (2015): Knowledge Requirements for Information Systems Outsourcing, book chapter in Strategic Information Technology Governance and Organizational Politics in Modern Business, pp79-105, DOI: 10.4018/978-1-4666-8524-6.ch004

Curriculum Vitae of Prof. Hanlie Smuts

- Smuts H., Kotzé P. (2015) Client-Vendor Knowledge Transfer Mechanisms in the Context of Information Systems Outsourcing. In: Uden L., Heričko M., Ting IH. (eds) Knowledge Management in Organizations. KMO 2015. Lecture Notes in Business Information Processing, vol 224, pp 102-119. Springer, Cham
- Smuts H., Kotzé P., van der Merwe A., Looock M. (2015) Knowledge Asset Management Pertinent to Information Systems Outsourcing. In: Rocha A., Correia A., Costanzo S., Reis L. (eds) New Contributions in Information Systems and Technologies. Advances in Intelligent Systems and Computing, vol 353, pp 43-55 . Springer, Cham.
- Smuts, H., van der Merwe, A., & Looock, M. (2011). "Key Characteristics relevant for selecting Knowledge Management Software Tools" in A. Eardley & L. Uden (Eds.), Innovative Knowledge Management. Hershey, PA: IGI Global

Published full-length conference papers/keynote addresses

- 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.
- Smuts, H., Kotzé, P., van der Merwe A. & Looock, M. (2015). Threats and Opportunities for Information Systems Outsourcing, Third International Conference on Enterprise Systems (ES 2015), Basel, Switzerland
- Smuts, H., Kotzé, P., van der Merwe A. & Looock, M. (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
- Smuts, H., van der Merwe A., Kotzé, P. & Looock, M. (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
- Smuts, H., van der Merwe A., Kotzé, P. & Looock, M. (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
- Smuts, H., van der Merwe A., Kotzé, P. & Looock, M. (2009): "Key characteristics in selecting software tools for knowledge management", 11th International Conference on Enterprise Information Systems, ICEIS 2009 : 61

Non-refereed publications or popular articles

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

KEYNOTES, CONFERENCE PRESENTATIONS AND ACADEMIC CONFERENCE PROCEEDINGS

Topic	Commercial / Academic Conference	Date
<i>Presentations prior to 2009 available upon request</i>		
"Key characteristics in selecting software tools for knowledge management"	ICEIS 2009, Milan, Italy 11th International Conference on Enterprise Information Systems (ICEIS)	<i>May 2009</i>
"Impressive experiences everywhere you go"	MTN SA Leadership Conference 2009, Cape Town	<i>May 2009</i>
"Customer Experience Management – mission possible?"	SA ORACLE User Group (SAOUG) User Conference 2009, Durban	<i>June 2009</i>
"A Framework and Methodology for Knowledge Management System Implementation"	South African Institute for Computer Scientists and Information Technologists (SAICSIT) 2009, Vanderbijlpark	<i>October 2009</i>
"There's no traffic jam along the extra mile"	EMEA eGain User Conference, Windsor, UK	<i>May 2010</i>

Curriculum Vitae of Prof. Hanlie Smuts

Topic	Commercial / Academic Conference	Date
“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
“My life journey – 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
“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
“Ons wêreld pak jy nie sonder handskoene aan nie!”	Academic Student Union, Faculty of Arts, North West University	February 2014
“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
“Client-vendor knowledge transfer mechanisms in the context of Information Systems outsourcing”	10th Knowledge Management in Organisations, University of Maribor , Slovenia	August 2015

Curriculum Vitae of Prof. Hanlie Smuts

Topic	Commercial / Academic Conference	Date
“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 rd 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

CAREER SUMMARY

University of Pretoria	09/2017 to date	Associate Professor
aYo Holdings Ltd, a joint venture of the MTN Group nad MMI Holdings, Johannesburg	04/2017 – 08/2017	Group Executive: People, Projects and Operations reporting to the Group CEO.
MTN Group, Johannesburg	04/2015 – 03/2017	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 focusing on telco insurance, a digital product.
MTN SA, Johannesburg	12/2014 - 03/2015	General Manager: Product & Digital reporting to the CMO of MTN SA
MTN SA, Johannesburg	06/2014 - 11/2014	General Manager: Digital reporting to the CMO of MTN SA
MTN SA, Johannesburg	10/2013 - 05/2014	General Manager: Electronic Channels reporting to the CEO of MTN SA
MTN SA, Johannesburg	02/2012 - 09/2013	General Manager: Customer Experience Integration and Enablement reporting to the CEO of MTN SA
MTN SA, Johannesburg	08/2008 - 01/2012	General Manager: Customer Experience Integration and Enablement reporting to the Chief Sales and Distribution Officer
MTN SA, Johannesburg	04/2007 – 07/2008	Value Stream Specialist, Products and BI
MTN SA, Johannesburg	08/2006 – 03/2007	Acting Senior Manager: Facilities, Implementation and Support
Business Connexion	03/2006 – 07/2006	Advisory HR Practitioner Reward
Business Connexion	11/2004 – 02/2006	Project Consultant, Project Manager, Principal Consultant
i-Cap Business Intelligence	07/2004 – 11/2004	Principal Consultant
MTN SA, Johannesburg	12/2003 - 06/2004	Senior Manager: Learning and Organisational development, MTN HR
MTN SA, Johannesburg	12/2002 – 11/2003	Acting Senior Manager: Organisational Development, MTN HR
MTN SA, Johannesburg	12/1999 – 11/2002	Organisational Development Consultant, MTN HR

Curriculum Vitae of Prof. Hanlie Smuts

MTN Group, Johannesburg	08/1999 – 11/1999	Seconded to Organisational Remodelling Project, Human Resources
M-TEL, MTN Group, Johannesburg	11/1997 – 07/1999	Business System Development and Training Manager, M-TEL
M-TEL, MTN Group, Johannesburg	02/1997 – 10/1997	Business System Development Group Manager, Subscriber Operations
MTN Group, Johannesburg	10/1995 - 01/1997	Business System Development Group Manager, MTN Billing
MTN Group, Johannesburg	06/1995 - 09/1995	Product Business Analyst, MTN Billing
Multichoice, Johannesburg	07/1991 - 05/1995	Project Manager, Information Systems Department
MNET, Johannesburg	08/1986 – 06/1991	Systems Analyst, Information Systems Department
Oude Meester, Stellenbosch	04/1986 – 07/1986	Analyst Programmer, Information Systems Department
Nasionale Pers, Cape Town	12/1984 – 03/1986	Programmer, Research & Development Department

EMPLOYMENT HISTORY

Date of employment: 09/2017 to date, University of Pretoria

Position: Associate Professor, Department of Informatics, School of IT

- Teaching at both undergraduate and postgraduate level
- Supervising postgraduate students for Masters, MIT and PhD degrees
- Performing research and producing accredited publication outputs
- Mentorship of junior staff members and post-graduate students
- Performing academic administration and other duties as determined by the Head of Department
- Participating in the Department's strategic initiatives relating to teaching, research and community engagement
- Participating in Departmental, Faculty and University committees or task teams
- Primary research focus: IS and Organisation with key data science aspects:
 - Knowledge management: Any knowledge and knowledge management related research especially how it relates to IT outsourcing, Enterprise Architecture and the phenomenon of knowledge asset management in exponential organisations
 - Enterprise Architecture: All aspects of Enterprise Architecture and the application of knowledge about the enterprise.
 - Project / Programme Management: Any project and programme management related research including methodologies and the profile of person in this role.
 - Digital Transformation: All aspects of digital transformation, such as the cross-functional nature of digital transformation strategies, impact of organisational role ambiguity in the digital context and alignment of Digital-IT-Business strategies over and above its alignment to business models.
 - IT outsourcing: Impact (critical success factors, barriers, business case) on knowledge management in Information Technology (IT) outsourcing, as well as knowledge exchange in organisation-outsourcer vendor relationships
 - Big data management: All aspects of data science and the impact and implication of big data management in organisations, including the big data value chain.
- Current cross-domain research projects:
 - Social media supported knowledge management
 - Digital disruption and Enterprise Architecture / knowledge management
 - Knowledge management in large scale community based projects
 - Social learning and the impact on organisational learning

Curriculum Vitae of Prof. Hanlie Smuts

Date of employment: 04/2017 to 08/2017, aYo Holdings, a joint venture of the MTN Group and MMI Holdings
Position: Group Executive: People, Projects and Operations

- Drive the joint venture strategy and execution in East and West Africa ensuring stakeholder and shareholder value
- Oversee and drive country roll out implementation in East and West Africa – both from a new market and new / revised product programme management perspective
- Manage and service stakeholder relationships in order to enable collaboration and effective engagement towards successful rollout and delivery
- Enable and facilitate where required, effective cross-functional communication and engagement, including HR operations and enablement
- Ensure knowledge sharing and knowledge management through application of implementation blueprints in order to optimize country roll-outs
- Liaise and drive IS priorities on behalf of business owners and as prioritized by the aYo EXCO

Date of employment: 04/2015 to 03/2017, MTN Group
Position: Seconded General Manager – Product & Digital

- Finalise telco insurance business case and obtain approval
- Manage relationship with all stakeholders, including JV company and represent MTN
- Programme manage the implementation of the 50/50 JV telco insurance company, processes, systems and operating model
- Design operating model, business model and start-up company value chain
- Manage the roll out into approved MTN OPCO territories and operationalize structures
- Engage and liaise with MTN OPCOs in Africa and the Middle East
- Track and report on progress
- Manage and resolve risks and issues

Date of employment: 12/2014 to 03/2015, MTN SA
Position: General Manager – Product & Digital

- Enable an innovative Product & Digital portfolio in order to achieve MTN SA's vision through an appropriate product factory and solution design capability
- Define and drive the MTN SA's Digital strategy, technical development management, operational functions and revenue objectives while ensuring alignment to the Group Strategy
- Define MTN SA overall Product & Digital portfolio and strategy and align it to MTN SA's strategy, mission and vision.
- Develop and maintain a strategy for including a short, medium and long term forecast for product performance (revenue and profitability)
- Identify areas where value can be added / exploited further, areas where value is being destroyed and areas where value is latent, and act accordingly
- Develop a model for expanding MTN's business model beyond traditional mobile voice and data, specifically in the ICT space.
- Using national and international intelligence and research project the future reality and align planning against the strategic intent of the company
- Introduce, define and commercialize new digital projects for the business.
- Take responsibility for driving the cross-functional teams within the MTNSA and Group while ensuring delivery on key performance objectives as set out by the business.
- Manage the relationship with all external development, business partners and vendors to ensure benchmark agreements are met.
- Define the objectives of the digital committee and ensure compliance to regulations, Group strategy etc
- Develop and explore unique ways to grow the business and establish the MTNSA platform offering as the solution of choice.
- Use analytical tools to analyse traffic and user demographics in support of campaign proposals and client presentations.
- Create MTNSA digital ambassadors thus enhancing business opportunities and promoting growth in revenue.
- Deconstruct emerging media trends and the opportunities they create for the publishers and clients
- Provides technical capacity in virtual streams for the product solution streams through the product lifecycle of design, development and in-life management

Curriculum Vitae of Prof. Hanlie Smuts

- Manage a technical product portfolio of segmented solution streams as agreed between the heads of Data, Voice, Product & Digital Streams
- Develop and maintain a strategy for devices and other hardware (e.g. data cards, SIMs), in close coordination with Sales Channels, Segment Managers and Brand & Communications
- Manage MTN SA's device portfolio, in close coordination with Consumer/ Business Segment Management, Sales Channels and Procurement
- Develop optimal OTT products as enabled by advancements in technology;
- Define the MTNSA specific architecture roadmap for highlighting sunset technologies
- Drive the implementation, tracking, monitoring and compliance of projects
- Forecast, plan and develop business cases that provide MTN with return on investment
- Manage and optimise the OPEX budget, ensuring all expenditure is in line with the agreed budgets
- Manage CAPEX delivery process and present at the CAPEX steercom and board meetings
- Engaging stakeholders and media on enquiries with regard to product
- Ensure that all regulatory requirements are accounted for in product design

Date of employment: 06/2014 to 11/2014, MTN SA

Position: General Manager – Digital

- Develop and deliver the digital vision of MTN SA aligned to the Group strategy and guideline
- Execute the Digital strategy to enable access to the purchasing of MTN products and by enabling campaigns through digital marketing and social media.
- Define, develop, maintain and manage the Digital & Content Management portfolio to ensure alignment to business strategy, profitability and continuous improvement within the said portfolio
- Define value propositions and products aligned to increase in revenue and decrease in cost
- Acquire and launch value added and content based services through the service delivery platform(s) and partner network
- Develop MTN SA's Digital and Direct Marketing objectives and strategies, including managing the execution of an integrated customer communication strategy via all direct channels (MTN web, mobi, e-newsletters, blogs, apps & social media environments and campaigns) in order to achieve business objectives.
- Create and drive shared vision for the cross-functional digital team
- Define high level business case and quantify budget requirements, manage and report on budget and spend
- Build talent by identifying and developing the digital team and new leaders for the respective environments

Date of employment: 10/2013 to 05/2014, MTN SA

Position: General Manager – Electronic Channels

- Develop and execute an Electronic Channel strategy that will result in being able to significantly create a digital capability
- Serve as one point of contact for electronic matters within SA
- Co-ordination of all digital projects and spend into the various technological areas of MTN SA
- Liaise with Group Strategy to align MTN SA with the Group vision and objective to develop future electronic business
- Benchmark across the ICT industry (and other industries) in order to facilitate the input of strategic insights into new developments
- Ensure that all relevant product sets emerging from Enterprise and Consumer are enabled through the electronic medium.
- Work with Product in Consumer and Enterprise to design and deliver unique product sets for electronic.
- Develop and enable the digital channel through Direct & Digital Marketing campaigns
- Define the framework that would govern all entry points regarding the purchasing of electronic digital products such as social media, online portals, including all other social media components

Date of employment: 02/2012 to 09/2013, MTN SA

Position: General Manager - Customer Experience Integration and Enablement
reporting to the CEO of MTN SA

- The core purpose of the role is an internal management consulting service to the whole of MTN SA and includes:
 - To execute end-to-end customer experience following touch point requirements to enable consistent delivery
 - To enable and ensure continuous process improvement and optimisation of MTN SA processes and systems as a total quality management system

Curriculum Vitae of Prof. Hanlie Smuts

- To enable and support an agile operating model and facilitate continuous optimisation and issue management
- To drive the identification of functional training requirements, including new offers and new processes and ad-hoc requests
- To define / review the operating model for MTN SA and identify business and function optimisation improvement areas to deliver an efficient and effective organisation.
- To embed change through change management and sharing of knowledge
- Manage and lead a team containing the following specialist areas, building centres of excellence:
 - Business Analysis
 - Change Management
 - Knowledge Management
 - User Acceptance Testing
 - Business Acceptance Testing
 - Learning and Performance (Instructional Design and Training Delivery)
 - Total Quality Management (ISO)
 - Enterprise Analysis and Operating model optimisation
- Member and chairperson of multiple steering committees in MTN SA and MTN Group, supporting system and product development
- Span of control includes ±300 resources including permanent and contractor staff, as well as budget of R132m and 8 direct reports

Date of employment: 08/2008 to 01/2012, MTN SA

Position: General Manager - Customer Experience Integration and Enablement
reporting to the Chief Sales and Distribution Officer of MTN SA

- Input into the strategic plan for the Sales Division, and ensure all activities undertaken are aligned to these
- Develop and manage the execution of agreed initiatives defined by Marketing
- Drive efficiency of Sales and Service efforts
- Drive the design of the end-to-end customer experience and control the quality / consistency of its implementation/ delivery across all customer touch points
- Define and manage a continuous business improvement strategy aligned to the MTN SA and Sales strategy
- Ensure the continuous improvement of the quality and consistency of customer's end-to-end customer experience
- Drive and programme-manage the successful implementation of initiatives
- Drive consumer trend, system and business optimisation trend research, and highlight areas of the business that may be developed further.
- Identify areas where value can be added / exploited further, areas where value is being destroyed and areas where value is latent, and act accordingly
- Research, evaluate, select and design training methodologies and ensure adequate vendor selection and management
- Ensure delivery of training and training materials across sales and service channels across regions
- Manage and optimise the budget, ensuring all expenditure is in line with the agreed budgets

Date of employment: 04/2007 to 07/2008, MTN SA

Position: Value Stream Specialist, Products
Acting Senior Programme Manager: Consumer BU
Seconded to Project: Organisational restructuring

- Strategy facilitation through the business unit strategy planning process leading to a documented integrated strategy.
- Ensures translation of formal strategic objectives into (programme plan of) initiatives/projects for the products and BI and drive the execution of the strategy
- Define and manage a continuous business improvement strategy for the assigned functional unit/value chain aligned with the MTN SA & BO business improvement strategy
- Provide input into future solution architecture discussions across BU and across MTN SA.
- Ensure the successful project implementation of multiple initiatives, which emanates from the assigned functional units by providing a customer-focused shared service and prioritisation
- Development and maintenance of the programme plan (projects, initiatives, processes, architecture initiatives monitoring) for the assigned Business/functional unit

Curriculum Vitae of Prof. Hanlie Smuts

- Engagement and management of contractors, and ensure performance of contractors and delivery on contract milestones
- Development of a plan for staged increases in process maturity across the BU, including desired goals and practices, as well as ensuring the commitment and ability to perform
- Ensure that each project / initiative documents the impact of changes on tasks, roles and job profiles, working within the change management process to embed new behaviours
- Ensure implementation of business case approach and business benefit tracking across projects
- Build and maintain solid relationships with all MTN SA stakeholders within assigned Business/functional unit
- Manage and optimise the budget

Date of employment: 08/2006 to 03/2007, MTN SA

Position: Acting Senior Manager: Facilities, Implementation and Support

- Appointed as contractor for special assignment as national facilities manager taking hand over from existing senior manager that has resigned
- Optimal and cost-effective management of facilities of MTN SA across the country
- Inspection and maintenance of buildings according to the facilities standard
- Oversight of building projects (e.g. switch) and refurbishment of general office space
- Procurement and management of all service provider and services contracts (e.g. cleaning, gardening, electricity, etc)
- Project management as client representative for corporate property and building projects
- Management of conditioned space portfolio, as well as management of moves and churns
- Compile, update and implement relevant policy, process and procedure for the facilities team
- Design and implement organisational structure design, job profiles and operating model for functional area

Date of employment: 03/2006 to 07/2006, Business Connexion

Position: Advisory HR Practitioner Reward

- Participate in national and ad hoc reward / salary surveys
- Conduct job evaluations using JE Manager and co-ordinate JE ratification committee meetings and outputs
- Accountable for SAP organisation management component; cost centre maintenance; reporting and data downloads
- Reward market analysis reports
- Reward, position title and grade alignment analysis projects as requested by internal clients
- Support Annual Salary Review process and internal recognition programme
- Participation in Reward Community of Practice
- Business process architecture maintenance at CMM level 3 on Control-ES
- General reward support e.g. policy queries, package structuring, etc.

Date of employment: 11/2004 to 02/2006, Business Connexion

Position: Project Consultant, Project Manager, Principal Consultant

- Appointed as principal consultant
- All project management deliverables within the PRINCE2 method for BCX internal projects in Business Standards and Improvement Management
- Value Chain project – implemented platform of excellence consisting of process architecture, process measures, continuous improvement, behavioural change management components
- Capability Maturity Model framework, South African Excellence Model framework
- Project management of communication and change management initiative – Geared for Excellence
- Co-ordinator of Matrix @ Work (executive decision register)
- Business project manager for SAP implementation in BCX (myBCX project)
- Completed Enterprise Contract Management Project - was awarded Internal Project of the Year Award in June 2005

Date of employment: 07/2004 to 10/2004, i-Cap Business Intelligence

Position: Principal Consultant

Curriculum Vitae of Prof. Hanlie Smuts

- Appointed as principal consultant
- Subcontracted to i-CAP Business Intelligence (consulted to 35 clients e.g. Motorola, Tiger Brands, Incredible Connexion, Johnson Matthey, etc.)
- Main consulting areas:
 - Organisational Development training and consulting
 - Skills Development Consulting
 - Employment Equity training, audits and reporting
 - Strategic Planning facilitation and Human Capital Modelling
 - BEE audit and consulting

Date of employment: 12/2003 to 06/2004, MTN SA

Position: Senior Manager: Learning and Organisational development, MTN HR

- Align and integrated core people and organisational effectiveness strategy for local MTN SA & SP operations and MTN RSA HR strategy implementation
- Develop learning and organisational development operationalisation strategy for competence, performance and culture enhancement
- Implement learning and organisational development consulting processes, services, systems, and products with focus on:
- Integrated Performance Management Framework (KPA, KPI, Review, Reward Integration - bonus) definition and implementation
- Competency profiling and competency development (Functional via MTN SP, Behavioral & Management Development), job and organisational design
- Accreditations and skills compliance management for skills development (SDF role)
- Educational support and bursary and financial assistance management
- Organisational diagnostics reflections and action planning facilitation
- Behavioural change management, change tools and solutions Implementation
- Talent care services management
- Employee value proposition alignment and integration
- Team and organisational culture (values) development, including career and succession management
- Special projects included:
 - Project Isivuno and Siyabulela (Customer Centricity Projects)
 - Development of a Specialist Career Track, including reward component

Date of employment: 12/2002 to 11/2003, MTN SA

Position: Acting Senior Manager: Organisational Development, MTN HR

- Finalised the annual Organisational Development (OD) business plan aligned to the MTN and HR strategic plans
- Resourced and positioned the Organisational Development department and its services within the MTN Group
- Diagnosed, researched and developed strategies, products, consulting services, interventions and customised OD based solutions for:
 - MTN Brand and Culture alignment (values and culture fit programs)
 - MTN Organisational Design (job design, organisational structuring, employee performance management systems and policy and procedure alignment and work complexity organisational alignment)
 - MTN Organisational self awareness (competency modeling, internal opinion survey measurements, employee performance management systems, Saratoga Benchmarks)
 - MTN Business interaction and knowledge transfer (customised workshops and interventions e.g. change management, behavioural effectiveness, team development, diversity programs)
- Integrated and used information technology tools and processes to increase organisational effectiveness
- Managed and assigned project resources to the MTN OD team and ensure the execution of all OD solutions (financial and human)
- Liaised with external OD suppliers and consultants for outsourcing service provision and contract management
- Special projects included:
 - Facilitation of OD programmes, learning programmes
 - Employment Equity and diversity management
 - Identify and initiate special projects and OD support programs

Curriculum Vitae of Prof. Hanlie Smuts

Date of employment: 12/1999 to 11/2002, MTN Group
Position: Organisational Development Consultant, MTN HR

Transferred to a new functional unit in HR with main objectives:

- Establish an Organisational Development (OD) function in HR and the organisation
- Implement the performance model for the organisation according to the model design, including the Employee Performance Management System
- Human Resources Information Technology – this included the ORACLE HRMS system development management
- Implement an HR Project Methodology

Other projects included:

- Building organisational capability
- Facilitation of OD programmes, learning programmes
- Organisational culture audit and interventions
- Organisational self awareness surveys
- HR project framework e.g. lifestyle packages, knowledge management
- Competency modelling and profiling
- Diversity management

Date of employment: 08/1999 to 11/1999, MTN Group
Position: Seconded to Organisational Remodelling Project, Human Resources

I was seconded to the Organisational Remodelling Project, working with McKinsey consultants on the following work streams for the creation of a distinct MTN Group and MTN SA function:

- Organisational structure and design
- Business Performance Management System (BPMS) – total business planning process and key performance indicators, targets, measurement
- Employee Performance Management System (EPMS) – competency model based, evaluated two models
- Visible leadership – building organisational capability, culture and values

As transition project manager, I worked with the McKinsey project manager and continued with the deliverables of the project when McKinsey completed their contract.

Date of employment: 11/1997 to 07/1999, M-Tel
Position: Business System Development and Training Manager, M-TEL

- Responsible for the review, analysis and implementation of all new business requirements through Business Analysis, Project Management, Information Analysis, System Administration and Training capabilities
- Strategic development and support function to line management to minimise the impact of resource conflict and project prioritisation, specifically in a high technology and growth environment.
- Holistic analysis to ensure that all products and developments are properly integrated into all the different business departments.
- Operational training requirement that goes with each new business requirement implementation.
- Ensure that training content remains on par with business development ensuring the success of M-Tel as a service organisation.
- Business process improvement, business system development and training projects are delivered according to the Project Management and Business Analysis methodology that were developed in-house.
- Responsible for relationship building with internal clients as BSD&T provides project management and business analysis skills to the rest of M-Tel.
- Facilitated a career development and functional team integration process in order to establish M-Tel's service philosophy.

Detailed description of employment prior to 1997 available upon request.