

# **CURRICULUM VITAE**

**DR. KGOMOTSO S. TSHAKA**

**November 2025**

PERSONAL HISTORY

HIGHER EDUCATION:

<b>Institute:</b>	Harvard Business School (2025)
<b>Certificate:</b>	Women in Leadership Programme
<b>Institute:</b>	International School of Management (Paris) (2024)
<b>Degree:</b>	Doctor of Philosophy <b>(PhD) with Distinction</b> specializing in Finance and Entrepreneurship and Innovation
<b>Institute:</b>	Cambridge Institute of Sustainability (2014)
<b>Course:</b>	Sustainability Leadership
<b>Institute:</b>	Graduate Institute Business School (GIBS) (2012)
<b>Certificate:</b>	Finance for Non-Financial Managers
<b>Institute:</b>	Graduate Institute Business School (GIBS) (2011)
<b>Degree:</b>	Master in Business Administration (MBA) <b>National Empowerment Fund Prize Award for Top Performer</b> for Transforming SA Society and BEE strategy elective.
<b>Institute:</b>	Graduate Institute Business School (GIBS)
<b>Diploma:</b>	Global Executive Development Programme (2007)
<b>Institute:</b>	Graduate Institute Business School (GIBS)
<b>Certificate:</b>	Nexus 2 and 3 – 2004/5
<b>Institute:</b>	Wits Business School
<b>Course:</b>	Managing Corporate Communications (2002)
<b>Institute:</b>	Wits Business School
<b>Certificate:</b>	Management Advancement Programme (MAP 42) (2000)
<b>Institute:</b>	Rand Afrikaans University
<b>Course:</b>	Benchmarking and Best Practices (Logistics Management) (1999)
<b>Institute:</b>	Executive Education, an affiliate of Newport University
<b>Course:</b>	Marketing Management (1995)
<b>Institute:</b>	University of Cape Town
<b>Degree:</b>	Bachelor of Social Science (1993)

**CURRENT BOARD MEMBERSHIPS:**

Keeping Children Safe (KCS) London, United Kingdom – Member of the Board and Chairperson of Resource Mobilization committee. (2016 to date)

**PREVIOUS BOARD MEMBERSHIPS:**

United Nations Global Compact South Africa - Member of the Board (March 2019 to July 2025)  
 Covalent Water Company PTY LTD (June 2020 to Sept 2020)  
 Masakhisane Fund – Chairperson (January 2019 to Sept 2020)  
 ChemWes PTY LTD - Member of the Board (January to Sept 2020)  
 First Uranium PTY LTD- Member of the Board (January 2019 to September 2020)  
 Mine Waste Solutions PTY LTD - Member of the Board (January 2019 to September 2020)  
 (South African Chapter) International Women Association of Judges – Member of the Board (February 2018 to April 2020)  
 National Business Initiative – Board Member, Social, and Ethics Committee member (2015 to May 2019)  
 Business Women Association of South Africa (BWASA) Board Member (2015-2017) Vice President (September 2017 to October 2018)  
 Wesizwe Platinum Board – Member Social and Ethics Committee (until November 2017)  
 Wesizwe Platinum Board - Audit and Risk Committee-(standing invitee 2008 to November 2017)  
 Wesizwe Platinum Board Project Technical Committee – Wesizwe Platinum (standing invitee 2008 to November 2017)  
 Gabonewe Housing Estate – Chairperson of the Board (2015 to November 2017)  
 Wesizwe Information Technology Committee reporting to Audit & Risk Committee of the Board – (Member) (2016 to November 2017)

**CURRENT ASSOCIATION MEMBERSHIPS:**

Member Alumni Committee International School of Management  
 Member of the Institute of Directors  
 Member of Harvard Business Review Council, an “opt-in” research community of business professionals.

**CONFERENCE SPEAKING AND PRESENTATIONS:**

**UN Global Compact Sustainability Week** – April 2025 – Panel member-The strongest value the UN Global Compact brings to businesses today  
**University of Fort Hare Research Week** – November 2024- Keynote Speaker The vital role of research in public and private sectors  
**St. John’s University**, New York – Data Analytics Decision Making Presentation – July 2023  
 African Monitor (SA Working Group) October 2020 – Webinar Series Post COVID -19 - Leave No One Behind  
**UN Global Compact Network** - July 2020 - Responsible Business to Covid 19 in Africa  
 Development Partner Institute – 6<sup>th</sup> February 2020 – Global Mining Research Roundtable “What does a successful future look like?”  
**UN Global Compact Network** – July 2019 – New York Annual Network Forum  
**Businesswomen Association of SA** – July 2017 – Regional Business Achiever Awards  
**UN Women and UN Global Compact (UNGC)** and JSE – May 2016 - Ring the Bell for Gender Equality Panel discussion with Advocate Thuli Madonsela.  
**Businesswomen Association of South Africa** May 2016 Sandton – When Women Lead  
**Africa Mining Indaba** February 2016 Cape Town – Mining the real Gold: Children as stakeholders in sustainable development Panel discussion with Ms. Bridgette Radebe, Former President Mineral Council Mr. Mike Teke, Former Minister in the Presidency Buti Manamela.

**Global Child Forum November 2015** Sweden – “Paying dividends – Investing in future generations” Action discussion.

**Global Child Forum** September 2015 Pretoria – “The Legal Moral and Economic Case for Investing in Coming Generations” Panel discussion.

**3<sup>rd</sup> Junior Mining and Exploration Conference 2014** – “Social Investments and Sustainability Partnerships”

**5<sup>th</sup> Annual Women in Mining Conference 2014** - “Overcoming Barriers in The Boardroom” 5<sup>th</sup> Social and Labour Plan Masterclass 2014 – “Roles and responsibilities of partners on a mining project.”

**2<sup>nd</sup> Junior Mining and Exploration Conference 2013** - Panel discussion – “Environmental compliance and South Africa's legal landscape”

**South African Women in Mining 2012** - “The role of governance in stakeholder relationship management”

---

## EMPLOYMENT HISTORY

---

**Company Name:** AngloGold Ashanti  
**Position:** Director Legacy Projects and Social Closure  
**Period:** January 2023 to date

---

Strategic Leadership in Post-Mine Closure / ESG Integration

- Reporting into Chief Sustainability and Corporate Affairs Officer
- Corporate role accountable for global strategy and governance for social closure at all mine operations.
- Led the development and execution of a strategic, multi-year post-mine closure vision, aligning policy, regulatory frameworks, government engagement, industry standards, and community relations across operational regions.
- Held overarching global accountability for the planning, development, and implementation of high-impact Legacy Projects aligned with corporate post-closure objectives and stakeholder expectations.
- Directed comprehensive stakeholder engagement strategies, ensuring alignment with reputational risk mitigation and the company's social license to operate in host communities.
- Oversaw internal cross-functional teams and external service providers to ensure seamless project execution and measurable outcomes.
- Championed the operationalization of UN Sustainable Development Goals (SDGs), translating global commitments into localized, impactful initiatives across business units.
- Drove the integration of the Group's ESG strategy into regional projects, embedding sustainability principles into operational and strategic planning.
- Contributed to global ESG and Integrated Reporting efforts, in collaboration with the senior reporting manager, ensuring transparency and alignment with international standards.
- Served as a Board Committee Member for the United Nations Global Compact (UNGC), guiding principles-driven business practices.
- Actively participated in the International Council on Mining and Metals (ICMM) Social Performance Working Group, influencing industry-wide social governance frameworks.
- Managed a R200 million budget allocation across board-approved legacy and transition projects, ensuring fiscal discipline and value delivery.
- Spearheaded the rollout of Social Closure Guidelines across all operations, conducting tailored workshops to enhance the quality and relevance of Social Transition Plans.

---

**Company:** AngloGold Ashanti  
**Position:** Vice President Sustainability and Closure Business  
**Period:** January 2019 to 2023

---

- Reporting to EXCO
  - Held full general management accountability for the Sustainability Strategy, Closure Business, and legacy mine infrastructure—including an active shaft and underground operations—within the South Africa region.
  - Appointed as the legal employer representative in terms of Section 4(1) and Section 7(2) of the Mine Health and Safety Act (MHSA) for the Savuka Mine Shaft.
  - Provided strategic oversight and operational management of the closure portfolio, including mine properties and associated environmental and social responsibilities.
  - Led stakeholder engagement at all levels—including national and regional government—ensuring alignment with approved strategies and proactive reputation risk management for AngloGold Ashanti (AGA).
  - Directed the execution of Social and Labour Plan (SLP) projects, ensuring full compliance with mining license requirements and enhancing local socio-economic development outcomes.
  - Championed the reduction of infrastructure footprint through an integrated, sustainable mine closure strategy aligned with long-term environmental and community outcomes.
  - Monitored emerging external sustainability issues, identified potential business risks, and developed proactive mitigation and response strategies.
  - Developed and implemented a socio-economic communications framework to elevate the company's public image and stakeholder trust.
  - Designed, governed, and led the implementation of the environmental management strategy, including frameworks and technical standards for environmental risk, water stewardship, biodiversity, mine closure, and climate resilience—aligned with “Just Transition” principles.
  - Oversaw the quality and integrity of ESG disclosures in annual and sustainability reports, working closely with reporting and assurance teams to ensure regulatory and stakeholder confidence.
  - Led government and stakeholder collaboration initiatives, ensuring alignment with the mine's ESG strategy and advancing regional solution-finding for long-term sustainability
  - Held full general management accountability for the Sustainability Strategy, Closure Business, and legacy mine infrastructure—including an active shaft and underground operations—within the South Africa region.
- 

---

**Company:** Exxaro  
**Position :** Specialist Stakeholder Management (Fixed Term)  
**Period :** July 2018 to December 2018

---

- Reporting into Executive Stakeholder Management
- Led the conceptualization and execution of a Collaborative Regional Development Platform in the Limpopo Province through a multi-stakeholder consortium model, addressing complex socio-economic challenges via cross-sectoral partnerships.
- Spearheaded the development and implementation of a Stakeholder Management Governance Framework, ensuring standardized, transparent, and accountable engagement practices across all operational levels.
- Streamlined stakeholder engagement functions within Business Units by enhancing coordination structures and building capacity among Stakeholder Affairs Managers across operations, enabling consistency and effectiveness in external relations.

- Co-defined a Key Accounts Management Strategy in partnership with Ernst & Young, establishing a structured, group-wide approach to strategic stakeholder management, with a focus on influence mapping, relationship optimization, and reputational risk mitigation.

**Company:** VMS Capital  
**Position:** Executive Leadership – Strategy, Trade Financing & Market Expansion in Mining Sector  
**Period:** January 2018 to January 2019

Shareholder | Executive Committee Member

- Shareholder and active Executive Committee (Exco) member, contributing to corporate governance, strategic direction, and long-term business sustainability.
- Spearheading Business Development in South Africa as part of the company’s continental expansion strategy—building on existing success in Zambia’s copper mining sector and establishing a strong presence in the South African market.
- Driving the rollout of trade financing strategies targeted at the mining industry, including conceptualizing and executing media campaigns to strengthen brand visibility and market positioning.
- Leading the development of stakeholder engagement strategies, fostering strategic relationships with mining houses, supply chain vendors, and Small, Medium and Micro Enterprises (SMME) development agencies.
- Overseeing marketing and positioning initiatives within the mining sector to attract clients, build networks, and expand influence across the value chain.
- Leading capacity-building programs for SMMEs approved for trade financing, enhancing their operational readiness and sustainability.
- Managing contract negotiation, execution, and funding facilitation, ensuring alignment with client needs, compliance requirements, and performance targets.

**Company:** Wesizwe Platinum  
**Position:** Executive for Sustainability, Governance, Risk & Capital Projects  
**Period:** January 2008 to November 2017

Reporting to CEO | Executive Committee Member

- Executive Committee (Exco) member with reporting responsibilities to the CEO, contributing to strategic decision-making and enterprise-wide performance oversight.
- Board Committee participation includes standing invitee roles in the Audit & Risk and Technical Committees, full membership on the Social & Ethics Committee, and active participation in the Project Steering Committee.
- Held strategic accountability for the company’s sustainability performance, including Environmental, Social, and Governance (ESG) leadership, regulatory compliance, ethics, and risk management.
- Directed the execution of Safety, Health, Environment, and Sustainability (SHES) programs through a skilled team of five direct reports, ensuring alignment with organizational goals and legal obligations.
- Established the organization’s carbon footprint baseline in 2012 and implemented robust systems for monthly tracking and reporting of Scope 1, 2, and 3 emissions, positioning the company for future-focused climate resilience.
- Designed and maintained a regulatory compliance universe, overseeing legal register updates and mining license adherence.
- Provided quarterly reporting and regulatory advisory support to the Board.
- Successfully led legal strategy in key environmental litigation, including winning an environmental appeal case against Sun City at the mine’s inception.
- Designed and implemented the corporate sustainability reporting process, ensuring accurate data governance, third-party assurance, and the timely production of Integrated Annual and Sustainability Development Reports.

- Delivered combined assurance to the Board, covering all non-financial sustainability metrics, aligning with King IV principles and international reporting frameworks.
- Defined and operationalized the Enterprise Risk Management (ERM) strategy, embedding the risk register in Isometrix software.
- Oversaw monthly risk monitoring and reporting, working in collaboration with external Isometrix consultants.
- Led the customization and implementation of SAP processes across the organization to streamline compliance and sustainability workflows.
- Held custodianship over all non-financial ESG data, ensuring accurate, transparent, and accountable sustainability disclosures.
- Oversaw the execution of Social and Labour Plan (SLP) projects, ensuring regulatory compliance and meaningful socio-economic impact.
- Directed implementation and compliance of the Environmental Management Plan (EMP) as per mining license conditions, including environmental audits and monthly monitoring of air quality, dust, GHG emissions, and water quality.
- Provided comprehensive people leadership, managing up to 50 employees across functional teams and overseeing all human capital activities, including performance management and team development.
- Served as Project Lead for a R2 billion employee housing development, delivering 2,645 units.
- Secured R210 million in grant funding from the Social Housing Regulatory Authority and North West Provincial Human Settlements.
- Raised an additional R30 million grant from the Department of Trade and Industry for mine capital infrastructure development.
- Managed an annual operational budget of R380 million, ensuring efficient resource utilization and delivery of strategic initiatives.

---

<b>Company:</b>	Lonmin Development Community Trust (LCDT)
<b>Position:</b>	President - Governance, Turnaround Strategy & Sustainable Community Development
<b>Period:</b>	February 2006 – December 2007

---

Reporting to the Board of Trustees & the SHEC Committee of Lonmin Plc Board

- Served as the accountable executive for defining and executing the vision, governance, and strategic direction of the Lonmin Community Development Trust (LCDT).
- Successfully implemented a turnaround strategy, including a comprehensive governance clean-up, restoring integrity and operational effectiveness within a previously dysfunctional organization.
- Transformed board performance by introducing clear governance structures, board policies, and defined roles and responsibilities.
- Commissioned and managed a forensic audit, strengthening financial discipline and improving the trust's financial standing.
- Oversaw the overall management and performance of 40 employees, leading organizational design, operational efficiency, and all aspects of human capital management.
- Developed and implemented a project assurance model, including project evaluation frameworks and post-implementation reviews; aligned risk management with audit recommendations tracked through a dynamic risk register.
- Coordinated external financial audits and ensured full compliance with governance and donor funding requirements.
- Member of the Chief Executive Forum and Transformation Committee, playing an integration role between corporate strategy and community development for long-term socio-economic impact.
- Accountable for the Local Economic Development (LED) Plan submission within the Social and Labour Plan (SLP), directly contributing to Lonmin becoming the first platinum producer granted mining rights under the new MPRDA framework.
- Part of the core executive team responsible for crafting Lonmin's SLP and securing the conversion of old-order mining rights—key to regulatory compliance and social license to operate.
- Assigned to the due diligence team for the International Finance Corporation (IFC) review, which resulted in a landmark US\$150 million investment to benefit host communities.

- Led public and media relations, managing the organization’s reputation and stakeholder communications.
- Oversaw a R30 million annual budget, ensuring strategic alignment of expenditures and measurable community development outcomes.

**Company Name:** Lonmin Platinum  
**Position:** Head of Corporate Communications & Stakeholder Engagement  
**Period:** June 2005 to January 2006

Strategic Communications | Internal Engagement | Media Relations | Brand Management

- Developed and led the corporate communications strategy, aligning internal and external messaging with the broader mine strategy, policy, and operational processes.
- Held strategic accountability for internal stakeholder engagement, including proactive monitoring and response to local on-site issues to support operational continuity.
- Designed and implemented the internal communications policy and processes, improving alignment, transparency, and workforce engagement across operations.
- Created and institutionalized communication strategies and frameworks for strategic forums, including the Joint Union Management Participation Forum, which played a pivotal role in the negotiation and eventual implementation of the New Era Labour Agreement.
- Coordinated the development and publication of internal communications materials, including employee newsletters (e.g., *Platinum Conversations*), brochures, and internal campaigns.
- Managed executive communications, ensuring the consistent and timely rollout of strategic briefs and messages from the President and Vice Presidents across all operations.
- Enforced and maintained the organization’s corporate identity standards, ensuring brand consistency across internal and external platforms.
- Developed the organization’s publicity and media strategy, including communication policies and external engagement protocols.
- Oversaw outsourced media monitoring, analyzing sentiment and reputational risk trends to inform communications strategy.
- Contributed to annual review themes, editorial direction, and campaign content development, including corporate publications and advertising.
- Drafted press releases, managed media relations, and organized executive media briefing sessions to position the company positively in public discourse.
- Led a high-performing communications team, overseeing team performance, capability building, and results delivery.
- Held end-to-end responsibility for the organization’s public and media relations, supporting strategic objectives and enhancing stakeholder trust

**Company:** De Beers  
**Position** Senior Manager: Group Public & Corporate Affairs  
**Period** December 2003 - 2005

Strategic Public Affairs | Government & Investor Relations | Stakeholder Engagement | Corporate Reputation

- Board representative for De Beers on the South African Women in Mining Association (SAWIMA), aligning corporate donor objectives with national transformation goals.
- Held strategic accountability for non-commercial government relations and investor relations, including legislative research, political consulting, investor share analysis, and media intelligence (Reuters, Bloomberg, Creamer Media).
- Provided executive briefings and strategic analysis to management following engagements with Moody’s rating agency, contributing to risk positioning and capital market communications.

- Designed and implemented an integrated Public and Corporate Affairs Strategy that united key functions—Producer Relations, Mine Operations, BEE, HIV/AIDS Programs, and CSI—into a cohesive engagement and reputation framework.
- Built cross-functional public affairs capability across mine operations, developing on-site competencies and fostering an aligned group-wide approach to external engagement.
- Led reputation risk management, proactively identifying, tracking, and resolving emerging issues with potential stakeholder or media impact.
- Oversaw consultancy work led by anthropologist Dr. James Suzman to develop a global community resettlement and Indigenous people’s policy, aligning De Beers with global ESG standards.
- Developed and institutionalized a Corporate Social Investment (CSI) strategy, positioning De Beers as a responsible corporate citizen, while integrating funded projects with core business objectives and De Beers Fund initiatives.
- Managed community relations strategy, aligning community investments with business strategy and enhancing social license to operate.
- Directed public and media relations for high-impact projects and corporate initiatives, ensuring aligned messaging and public trust.
- Spearheaded investor relations programs, especially for stakeholders with significant influence, integrating their interests into De Beers' transformation and engagement strategies.
- Participated in mining license conversion steering committees, supporting compliance, stakeholder engagement, and regulatory affairs.
- Held budgetary oversight for public affairs, sponsorships, and executive donations, managing a combined annual portfolio of R140 million through the Chairman’s Fund.
- Developed and maintained a robust stakeholder intelligence database, mapping business influencers, political leaders, investors, and corporate executives to guide engagement strategy.
- Represented De Beers on various national panels and judging committees, promoting industry leadership and thought partnership.
- Oversaw team performance and personnel management, ensuring strategic delivery and high-functioning operations in the public and corporate affairs unit.

---

<b>Company:</b>	De Beers Technology Division (DebTech)
<b>Position:</b>	Senior Manager Communications
<b>Period:</b>	July 2001 to November 2003

---

Internal & External Communications | Strategy Execution | Change Leadership | Culture Transformation

- Accountability for internal and external communications strategy, execution, and reputation management for DebTech.
- Led and developed a cross-functional team of three: a Public Relations Officer, Junior Communications Officer, and Administrator.
- Designed and implemented a comprehensive communications strategy, covering cross-departmental internal communication, technical branding, and image positioning.
- Created and rolled out Service Level Agreement policies and promotional item protocols to professionalize and streamline communications support across the business.
- Partnered with the leadership team to develop and drive an annual communications theme plan, aligning messaging with strategic objectives and change milestones.
- Conducted organizational communications audits using surveys, focus groups, spot-checks, and content analyses to continuously refine and improve internal messaging systems.
- Audited and overhauled corporate identity, developing a Corporate ID Manual to ensure brand consistency and internal understanding across departments.
- Managed major group exhibitions and internal campaigns, including the “Village of Learning” initiative and leadership conferences.
- Oversaw the revamp and content management of the internal Communication Intranet, and served as Sustainability Manager for the Extranet, ensuring timely and relevant updates.
- Directed the design and distribution of marketing and promotional materials, reinforcing technical product branding and stakeholder engagement.
- Owned the content strategy for the company’s induction program, aligning onboarding communications with brand values and organizational image.

- Acted as editor-in-chief for internal publications and the annual employee report, ensuring narrative alignment with corporate priorities.
- Led the development and execution of a product branding strategy, including the creation and roll-out of a naming architecture in partnership with an external agency.
- Actively represented DebTech on various internal committees, including HIV/AIDS Awareness, Diversity Management, and Technical Support Services restructuring.
- Championed cultural transformation, co-designing and facilitating workshops to embed company values, evolve leadership behaviors, and support a cohesive organizational identity.
- Collaborated closely with HR to support change management, facilitate employee feedback mechanisms, and guide communication throughout restructuring initiatives.
- Served as a steering committee member for the business’s change and mobilization program, ensuring alignment of communication with organizational transformation goals.
- Established and led cross-site communications forums, strengthening coordination and sharing of best practices across the company’s communications network.

**Company:** Discovery Health  
**Position:** Internal Communications and Marketing  
**Period:** April 2000 to May 2001

Organizational Communication | Brand Engagement | Strategic Campaign Execution

- Established and led a new strategic communications portfolio within the organization, defining its structure, mandate, and impact roadmap.
- Developed and executed a comprehensive communication strategy and activity plan, securing buy-in from the Executive Steering Committee and aligning with corporate objectives.
- Led a national internal communications roadshow, identifying key communication projects and engagement opportunities across departments.
- Spearheaded internal branding initiatives to elevate corporate identity and brand loyalty among a 2,000-strong employee base, creating meaningful connection to the company's purpose.
- Drove cultural cohesion and team spirit through targeted multi-channel internal campaigns, including visual branding, storytelling, and employee recognition programs.
- Conceived and managed the intranet as a critical communication tool, overseeing end-to-end web conceptualization, structure, and content management.
- Produced a wide range of internal collateral, including the company’s annual storybook, brochures, manuals, campaign posters, and training material—ensuring clarity and resonance with key messages.
- Led the design and execution of strategic campaigns and launches, overseeing concept development, timeline planning, and full delivery across departments.
- Created engaging digital communication content, including Flash-based e-invites, teasers, corporate presentations, and branded PowerPoint decks for leadership communications.
- Collaborated with in-house designers and external consultants to deliver high-quality, brand-aligned visual and written communication across ad hoc projects.
- Orchestrated internal marketing events, such as product and staff launch events, interdepartmental open days, annual awards, and year-end celebrations, enhancing organizational morale and visibility.
- Partnered with the sales team to develop marketing material and supported lead generation efforts through communication and campaign alignment.

**Company Name:** Discovery Health Ltd  
**Position:** Business Analyst  
**Period:** July 1999- May 2000

Customer Profiling | Data Integrity | Reporting Systems | Software Implementation

- Focused on providing strategic solutions to the business, primarily to the front-end business, e.g., the call center.
- Co-ordination of information to enhance product development and Customer Relations Management (CRM)
- Responsible for Applix total customer management system reporting, including report design, enhancement, testing, and deployment using Crystal Report Writer.
- Ensured data integrity and accuracy by validating all data extracted from back-end systems before publication and implementation.
- Collaborated with internal business units to identify reporting and business intelligence needs, translating these into actionable and customized reporting solutions.
- Provided ongoing post-delivery support and client service to ensure internal stakeholder satisfaction and continuous improvement of reporting systems.
- Resolved system-based error messages related to reporting, maintaining high availability and reliability of the Applix reporting environment.
- Supported CRM strategy and implementation, including Microsoft Access-based customer database development for profiling and segmentation.
- Produced in-depth reports on High-Value Clients, identifying servicing improvements to enhance retention and satisfaction.
- Involved in the evaluation of CRM software, coordinating vendor demonstrations and conducting comparative analysis to determine best-fit solutions.
- Recommended and implemented Seagate Analysis software for enhanced demographic and behavioral analytics, enabling deeper insights and segmentation of client base.
- Applied advanced CRM analysis techniques to drive customer-centric strategies, leveraging data to inform marketing, service delivery, and business growth decisions.

**Company Name:** Discovery Health Ltd  
**Position:** Research and Development Analyst  
**Period:** October 1999 - May 2000

- Screen design, form design, and query design to user specifications
- Business impact analysis, strategy, and procedural analysis
- Conducting workshops with users to analyze requirements
- Process design revolving around the call centers, refining them, and translating these processes into Applix.
- Actual testing (functional and stress testing) and documentation of test results
- Responsible for the design and production of Management Information Reports for Executive and Senior Management; these were sent out via e-mail monthly.
- Project management of benchmarking for the call centers throughout the company. Responsible for participation in external benchmark surveys
- The research focused on obtaining data from the client base, ACD data (Lucent), Applix data, trend analysis, and call volume predictions as part of the Management Information System monthly report I compiled for the Executive committee, EXCO
- Assistance and interaction with the strategic team on projects, such as redesigning the people process: recruitment, performance management, multi-skilling, and then making recommendations to the Operations Call Centre management side to implement

**Company Name:** Discovery Health Ltd  
**Position:** Call Centre Operations Manager  
**Period:** July 1996 - September 1999

Team Leadership | Client Relations | Performance Management | Operational Optimization

- Led a team of 12 call centre agents, ensuring operational efficiency, performance excellence, and high levels of customer satisfaction.
- Managed client escalations, damage control, and decision-making on account disputes, late payments, and service recovery, maintaining the organization's service reputation.
- Acted as the bridge between upper management and frontline teams, fostering transparent communication, alignment, and performance continuity.
- Oversaw the end-to-end recruitment process, ensuring team capacity, cultural fit, and readiness to meet service delivery standards.
- Conducted monthly performance reviews, coaching, and counseling sessions to ensure continuous development and high engagement.
- Identified high-performing team members for promotion and salary increases, contributing to talent retention and motivation.
- Ensured effective training delivery and alignment with performance objectives by evaluating the practical application of training content.
- Built and maintained strong relationships with brokers, clients, and suppliers, strengthening business networks and operational trust.
- Oversaw daily call center operations, ensuring efficient transfer rates, call load balancing, and service-level adherence.
- Leveraged Lucent Technologies ACD report designer software to produce advanced statistical analyses, driving strategic improvements in performance metrics.
- Proposed and implemented IT system enhancements, boosting operational effectiveness and system responsiveness.
- Chaired regular team meetings and presented monthly performance reports to senior leadership to support informed decision-making.
- Explored and implemented innovative strategies for market penetration and service improvement, contributing to organizational growth and client acquisition.

**Company Name:** Discovery Health Ltd

**Position:** Client Service Consultant

**Period:** July 1995- June 1996

Customer Experience | First-Contact Resolution | Service Excellence

- Delivered exceptional telephonic support to Discovery's diverse client base, ensuring service quality consistently exceeded customer expectations.
- Took full ownership of client queries from initiation to resolution, with a strong focus on first-contact resolution and client satisfaction.
- Maintained detailed and accurate records of client interactions, contributing to service tracking and quality assurance efforts.
- Demonstrated proficient system navigation and utilization, ensuring efficient access to client data and rapid issue resolution.
- Provided product knowledge and guidance in line with Discovery's communication standards and compliance protocols.
- Proactively identified and addressed service challenges, ensuring all client queries were handled professionally, promptly, and thoroughly.
- Supported the achievement of team-based service objectives, contributing to overall contact centre performance and excellence.
- Adhered to established client service procedures and guidelines, ensuring consistency, professionalism, and alignment with Discovery's brand promise.
- Ensured optimal client access to consultants, maximizing availability and reducing wait times.