

# CIO Alliances

Johannesburg Chapter

13th March 2019

Results 

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# Alliance - 'A union formed for mutual benefit'

 Executive Business Exchange

**CIO** Alliances

**CISO** Alliances

**CXO** Alliances

**CMO** Alliances

**CDO** Alliances



# Foreword



Leigh Thomas is an ambitious and passionate executive with a desire for achieving the ideal.

With experience in numerous industries and working within C-level communities across the globe in Oil & Gas, Mining, Power & Enterprise IT across multiple divisions across the business.

Following his experience with his previous employer and working with leading CIOs & CISO's across EMEA, his understanding of B2B events grew. With his passion for achieving the ideal scenario a plan was founded to strip back what the industry is about. This is where the core values of the Alliance Chapter were born along with Alliance Media Group.

Alliance - 'A union formed for mutual benefit'.

Whilst understanding that every business will need to drive commercials to become sustainable in the modern world. Leigh believed that commercials must not be the driver but, a solution to a 'why'.

The Event Managed Services industry is spiralling into a dark tunnel of an industry where money is the leader and not the value of time. The industry was born off the back of 'Everybody wants to learn' and Leigh Thomas has created the Alliances to ensure that the end user driven meets, are purely focused around the educational needs of everyone involved and around their business objectives. Zoning in on the best practices in overcoming the common business objectives that motivate activity within each of the end user firms and not simply global trends and themes to generate revenue.

**Leigh Thomas**  
**Director & Founder**

08:00 – 08:30

**Registration**

08:30 – 08:45

**Housekeeping, purpose driver and format reminder**

Jay Meyer – Director - CIO Alliances

**Session 1**

8:45 - 8:55 - Scenario Overview 8:55 - 9:55 - Open Forum

**Customer Centricity**

Sjeanne Cawdry - Senior Strategic Change Manager and Client Experience Lead - Rand Merchant Bank (RMB)

**Session 2**

9:55 - 10:10 - Scenario Overview 10:10 - 10:40 - Open Forum

**How Security is Changing in a Digital World?**

Oscar Stark - Divisional Director - Technology Operational Excellence - Liberty Group

10:40 - 10:55

**Networking Break**

**Session 3**

10:55 - 11:10 - Scenario Overview 11:10 - 11:40 - Open Forum

**Future Tech Outlook Innovation by Sector**

HP

**Session 4**

11:40 - 11:55 - Scenario Overview 11:55 - 12:25 - Open Forum

**PMO – Impact / Benefits of Agile on Project Delivery**

Kim Webb Agile Coach | Digital Transformation Office

12:25 - 13:15

**Networking Lunch**

**Session 5**

13:15 - 13:30 - Scenario Overview 13:30 - 14:00 - Open Forum

**Business Transformation enabled by Technology**

Natalie Jantjies - Director : IT Digital Transformation - Heineken

**Session 6**

14:00 - 14:15 - Scenario Overview 14:15 - 15:00 - Workshop

**Self-Services Revolution - What does this mean for us and the Customer?**

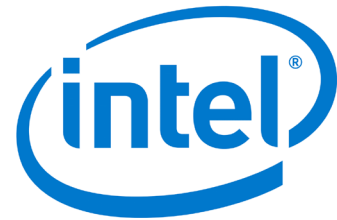
Jay Meyer - Director - CIO Alliances

Sjeanne Cawdry - Senior Strategic Change Manager and Client Experience Lead - Rand Merchant Bank (RMB)

# CIO Alliances

Johannesburg Chapter November 2018

Use Case Study Partner





**Nikos Angelopoulos**  
Group CIO  
MTN



**Lukas Barnard**  
Divisional Executive:  
Architecture &  
Solution Design  
Edcon



**Mahendra Beharie**  
Head of Business IT  
Operations SSA  
DHL Express



**Thinus Bekker**  
GM IT  
Rand Water



**Louis Blom**  
CIO: MVNO  
Standard Bank



**Chris Botha**  
Group IT Executive  
Famous Brands



**Bryan Botha**  
CIO Retail &  
Business Banking  
Standard Bank



**Sjeanne Cawdry**  
Senior Strategic Change  
Manager and Client  
Experience Lead  
Rand Merchant Bank  
(RMB)



**Justin Gregory**  
CTO: National Sales  
and Channels  
FNB: Business  
Banking



**Natalie Jantjies**  
Head of IT  
Heineken



**Shalendra Kundalram**  
CIO & Shared Services  
Executive  
Consumer Goods  
Council of South Africa



**Sibongani Malumo**  
HP Account Manager  
HP



**Nigel Mangwanda**  
Head of Technology  
Silica



**Dietz Meiring**  
CIO  
JD Group



**Vileshen Moodley**  
HP South Africa  
Sales Manager  
HP



**Shalin Naidoo**  
Group CIO  
Lenmed



**Shoab Nathie**  
Group CIO  
Idwala Industrial  
Holdings



**Fundile Ntuli**  
CIO  
ubank



**Chris Nursey**  
IT Delivery Executive  
Clicks Group UPD



**Michael Preston**  
CIO Foreign  
Exchange  
First Rand: FNB



**Neal Ramnarain**  
HP Global Account  
Manager  
HP



**Ayanda Saki**  
Master of  
Ceremonies  
Independent



**Ebrahim Samodien**  
CIO: Enterprise  
Functions  
Absa



**Oscar Stark**  
Divisional Director  
Liberty Holdings



**Carol Thomas**  
CIO  
Air Traffic  
Navigation Services  
(ATNS)



**Dido Wa-Kalonji**  
Head of IT: South  
Africa  
UBS



**Kim Webb**  
Agile Coach  
Vodacom



**Mike Wright**  
Chief Digital Officer  
Ashburton  
Investments

# Workshop

## Session 1



**Sjeanne Cawdry**  
Senior Strategic Change  
Manager and Client  
Experience Lead  
**Rand Merchant Bank**  
(RMB)

## Presentation

8:45 - 8:55 - Scenario Overview

8:55 - 9:55 - Open Forum

**Session Title: Customer Centricity**



# Food for Thought

## **What's driving customer centricity from a client's perspective?**

What do you need to do differently?

Mindset Agile

Customer driven activities

Buy in

## **Culture Shift**

Voice of the customer

Assumptions about client

Channels not used, help clients to utilize the channels

## **Complexity types**

Complex and multifaceted

How do we know we are doing it right?

What are we going to measure?

## **CRM Discipline in the IT space**

Function to engage business stakeholders and business partners

## **Focus on pain points**

Driving value for clients

Basics

Behaviour-process vs customer

## **Chain of customers**

Legacy issues

IT owns customer-what's IT like in other organisations

S, Jeanne's Notes: Group Input

- CRM
- Mindset
- Culture
- In the right context what will be valuable
- Technology
- Evolving rare and valuable resources
- Take IT to org

How do I work IT, structuring /characterisation of resources?

- Non-Tangible personal interaction

## **Customer centricity=getting to a competitive state**

A way of thinking

Making IT tangible and real

Org beliefs and your beliefs

Revenue generating market share

**Steve Jobs** – *“Its not the customers job to know what they want.”*

IT not knowing the challenge /more than customer development

Develop solution

Having the foundation to a customer centric approach

What is the appetite for risk?

Are we empowering?

Understanding the customer

Accountability is lacking

Automation is restricted

Is IT the cause /Bi- product?

Audit /regulator

Broad requirements of customer

Cash and people vs innovation

### **Belief**

Bring heart and emotional content around CX

Challenge-Comms internally & externally

“We can do everything “

### **Cultural Barrier**

- Peer Based
- Stress Vicariously
- Re-Enforcement of fear, overlay of regional economics and crime rate
- Shape-Narrow down & too much risk
- Client focus is similar

### **Alleviate Stress**

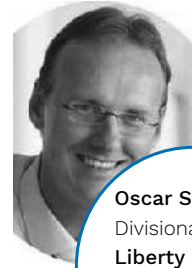
- Communicate and take control of customer service
- Consistency
- Customer Awe is getting lost
- Too much process driven
- Drive a new mandate
- Mentoring CX-incentivise
- Drive right levers from the top
- Balancing people and time
- Ambassador of the brand

# Feedback

- enjoyed the session and found it thought provoking
- Topic of relevance. Mapping of journeys was a key take away.
- Relevant topic. Covers the revolution from an IT space in terms of digitization and robotics.
- I enjoy the discussion and debate in Sjeanne's sessions. She provides a lot of food for thought. Her topics are very relevant in current business challenges.
- Content was good. Customer centricity is everyone's desire but not so easy to execute on. The content in this session provided some great basis to consider.
- Great and relevant content - interesting Customer Centricity: insights provided
- Jay is a good speaker and connects well with the audience. Sjeanne is knowledgeable about CX so this makes her insights great.
- Getting an understanding of the customer and some of the differing tactics for tracking were good points.
- Great presenter, and you can see the years of consulting experience flow through when she drives the engagement with the audience
- Great presenter, and you can see the years of consulting experience flow through when she drives the engagement with the audience
- Useful discussion. In hindsight, starting by giving the groups 3 items to do in the 10min block didn't work as well as I would have thought with senior people. People ramble on and then not all the points are covered. I might suggest that 3 activities of 3 mins each would have worked better.

# Open Forum

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**Oscar Stark**  
Divisional Director  
Liberty Holdings

## Session 2

## Presentation

9:55 - 10:10 - Scenario Overview

10:10 - 10:40 - Open Forum

### **Session Title: How Security is Changing in a Digital World?**

#### Synopsis

Business models are rapidly evolving from what was the status quo for many years, to ones which are operating with higher levels of interconnectedness. This is resulting in changing trust models and leveraging of capabilities which execute in large collaborative environments. How does this backdrop influence the security practitioners life?

#### Takeaways

What are the prevailing business models?

Some of the realities at play shaping the world

Changes in security thinking to remain relevant

# Food for Thought

## **Ever changing and security**

- Trust element
- Digital landscape, understanding what's lacking

## **Deliberately seeking cheese**

- How do ensure trust?
- Security is relevant

## **SIWS and decision making**

- Sustainable
- Rate of demand
- Automating?

## **How do we get to KPI's**

- Delivering the outcome
- Underlying layers of architecture

## **Practical approach to Tech**

## **Organisational response to security**

- Assume your controls are fine
- Exposure rate has changed
- How do we ensure trust in our process

## **Design trust and engineer into process**

- 3rd Party data use driving authentication without comms to customer
- Measurement – analysis
- Behaviour -systematic
- Cyber awareness training “I already know”
- Product is GDPR process driven/sec driven, more behavioural
- External event driving urgency
- Trust is at the centre of customer centricity, security gets trust, right?
- Policies causing lack of trust
- Restricting workforce-security

## Organisational response to security

- Assume your controls are fine
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- Trust is at the centre of customer centricity, security gets trust, right?
- Policies causing lack of trust
- Restricting workforce-security

# Feedback

- This was a much of the same as many other discussions on Cyber Security that I have attended. Oscar presented well.
- Great view of people centricity as opposed to technology.
- The content was good, and I agree with the sentiments. However, felt like the it was more suited towards business executives. Dropping one level down could speak more towards CIOs in understanding and discussing some of the technical implications.
- Clear and concise speaker, great use of humour
- I think we are all keenly aware of the pain we as IT professionals are facing in the security context. Triggered good conversation.
- Great that we didn't focus on all the techy stuff. Valuable discussion.
- Interesting would have appreciate a bit more practical slant as Liberty is the one companies that can talk from the trenches.

# Open Forum

## Session 3



## Presentation

10:55 - 11:10 - Scenario Overview

11:10 - 11:40 - Open Forum

**Session Title: Future Tech Outlook Innovation by Sector**



# Food for Thought

## Summary Topics

- End Point analytics and reporting – Tech Pulse
- DaaS for HP – As a Service
- Security – In the wild attacks at endpoints are real
- Virtual Banking / Retail – HP Sprout

Presentation time was focused on HP Tech Pulse, find full presentation online ([www.cioalliances.com](http://www.cioalliances.com))

## HP Tech Pulse

- **PROBLEM STATEMENT : Service feedback data misleading**
- Is there predictive /proactive analytics
- Utilise trends which are available
- Predict that eg the battery is underperforming
- Timely warning

**SOLUTION : Automating through predictive analytics to avoid “Reactive IT support”**

- Hard drive
- Battery
- CPU usage , why is it important to the customer

**APPROACH : Tailoring for end-user requirements instead of over or under investment**

**Consultative on previous EUC project requirements**

- Change the way IT supports/services internal customers
- Customer centric and high service led
- Proactively manage device performance

## KEY QUESTIONS ASKED :

1. Does software work on all devices?
2. Do you integrate into incident management platforms
3. Can you report on POS peripherals
4. What is the real value in procuring I5 vs I7?
5. ITSM Integration : ServiceNow

# Feedback

- Enjoyed learning a bit more about their reporting on workstations. Not something small to medium companies really care about.
- Sales pitch focused. Maybe consider relevance of solutions for audience and breakout sessions for multiple offerings.
- Although it was a good presentation, the content is less relevant to my current focus and priorities.
- While it is absolutely the vendor's choice how they approach and communicate to the forum. It would have been preferred to engage rather than sell-at...
- They have some interesting offerings, but it seemed to get lost in the push. Trying to find a problem for their product.
- Good presenter. Got a bit stuck on what he wanted to sell
- Got the impression they focused on what they want to sell, as oppose to sharing some of what HP has to offer.
- Enjoyed the tech they brought along as it gives a bit of flavour to the engagement
- Always get the vendor to be clear on what they are selling and what is a free or bundled service. Also, indicative or list pricing should be mandatory. I don't want to have to sit guessing and then have to have another separate discussion to get a feel of cost-benefit. I know I can negotiate pricing, but this is about making a call in the hour I am already giving up making a cost/benefit judgment on whether to commit my team to more time with an initiative. In this case, the example would have been to say that we sell TechPass (it's not included with our HW) and it costs xyz.



# Open Forum

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## Session 4



**Kim Webb**  
Agile Coach  
Vodacom

## Presentation

11:40 - 11:55 - Scenario Overview

11:55 - 12:25 - Open Forum

**Session Title: PMO – Impact / Benefits of Agile on Project Delivery**

# Food for Thought

## Who is going Agile?

### Misconceptions

- A lot of work which is time consuming? Incorrect
- Its about doing 24 month development
- Rather small incremental releases
- BEING AGILE RATHER THAN DOING AGILE

### Why Agile?

- Shape
- Teams
  - Shorter cycles
  - To avoid irrelevance
  - Outcome management

Directive/Cycle/No what or why

Not always relevant

Many faster criteria for Agile

Speeding up delivery

### Value Stream Mapping

- Silos-are they needed?
- V.C Spotify-Squads working on what is needed from customer?
  - Marketing
  - IT
  - Sales
  - Service

### Customer journey

- Vendor to advise

### Mirroring customer experience

- Shape-F2F
- OnlineWork on Identifying the down falls
- On a call

Why is Agile not always the answer?

- Certain changes before it works

### How relevant are you on vendor?

**Fear of restructure-Agile highlights areas of change/which needed to be fixed**

**Are vendors being paid?**

**KPI'S-How do we change the culture?**

- Change management

**Self -preservation & Agile**

- Psychological safety
  - Speak up, doing things right for the customer
  - Justify for empowerment

**CIO AGILE HUDLE**

**Worried of consequences**

- Shape-Define roles and rules of conduct

**KPI's vs OUTCOME vs AGILE**

- OUTCOME
  - Retrospectives and deadlines

**No Agile only**

- Optimize front end (FOH) through Agile vs 18 month programme
- Planning and governance creating principles

**Estimating and costing**

- Value change vs predictability
- Jess Thumble "Do not estimate"

**P1 Planning**

- Scale Agile framework to enterprise
- Business and IT are together for P1 collaborative
- Plan out next 6-8wk for P1

**ROI-AGILE**

**Delivering customer value**

- Everything should be tailored for them

**Challenge-Internal & external customer and business value**

**BCG shared growth Matrix**

- ROI Immediate or longer-term return

### **Product owner needs to be empowered**

- HIPPO
  - Highest
  - Paid
  - Person
  - Organisation
- 
- Control vs Empowering
  - Loss of motivation
  - Centralised planning

### **Financing in Agile**

#### **Project selection**

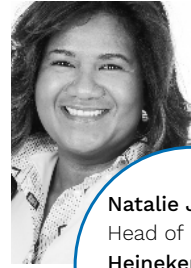
**Cannot do Agile project without software regression tool. Is it an Agile project?**

## Feedback

- I have a follow up with her to come speak to my Exco team
- Generic view of PM also consider a take away deck to enable Project Delivery: future engagement.
- Great explanation on the pitfalls of relying solely on Agile as an approach. Good content
- Very good presence well versed in the topic and taking insights from the general into some nice insight and discussion.
- Good discussion triggered and interesting from both Kim and the forum.
- Session was a bit short given the size of the topic. Do however believe that the message came across. A follow up to this might be how to deal with some of the real problems, as it would seem that questions moved in that direction quickly.
- Best discussion and presentation of the day. Very engaging discussion by the room as well.
- Really interesting but not nearly enough time to actually get into things. I learned a lot about how little I know.

# Open Forum

## Session 5



**Natalie Jantjies**  
Head of IT  
Heineken

## Presentation

13:15 - 13:30 - Scenario Overview

13:30 - 14:00 - Open Forum

### **Session Title: Business Transformation enabled by Technology**

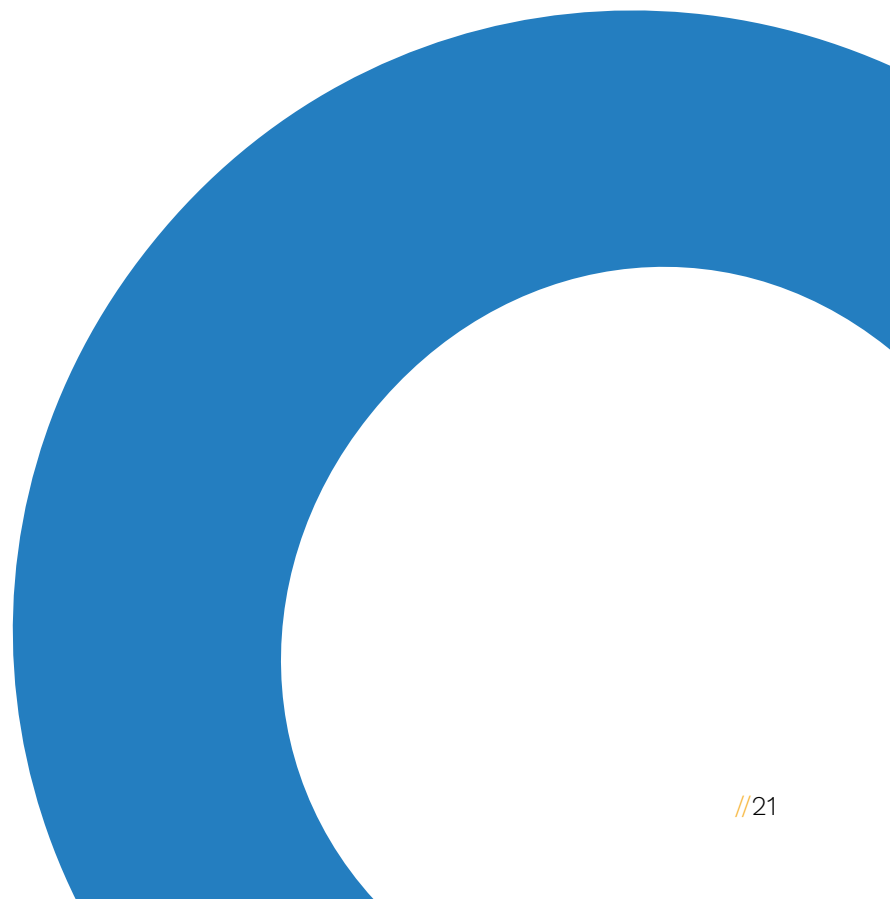
IT as a value adding Partner/Brand

Digital transformation has become an over-used buzz term, and is grossly misconstrued as 'IT will fix all our problems'. The reality is that there needs to be a focus on business transformation, with a lens on exploiting digital to achieve ambitions faster. What role does the traditional IT department play in this transformation? How do we re-brand and reposition ourselves as value adding partners and trusted advisors that can support and accelerate business strategy, through the application of our unique skillset and knowledge of technology?



# Feedback

- Enjoyed her journey
- Real world case studies are of the best value for the time taken in these conversations.
- Content was thought provoking and very relevant for most organizations going through transformation. Some good questions posed to the group.
- Sparked a great discussion, topic was very relevant and thought provoking
- Interesting to understand their journey to date and some of the pitfalls/wins encountered. Similar problems being experienced by most parties present in some form or another.
- Nice and direct presentation. The story was good and shared some good details. One missed on the actual planned journey, as there is a sense of dealing with specific matters, as oppose to a full-on transformation
- Nice to hear about the journey. The good & the bad, the wins and the struggles.
- Natalie is really systemic and holistic. Love her and her work!



# Workshop

## Session 6



**Jay Meyer**  
Director  
CIO Alliances South  
Africa



**Sjeanne Cawdry**  
Senior Strategic Change  
Manager and Client  
Experience Lead  
Rand Merchant Bank  
(RMB)

## Presentation

14:00 - 14:15 - Scenario Overview

14:15 - 15:00 - Workshop

**Session Title: Self-Services Revolution - What does this mean for us and the Customer?**

# Food for Thought

## **BUILDING BLOCK TO EVOLVE C.C**

### **Concept of a product owner/manager is important**

- E-commerce
- Customer delivery

### **Trust**

### **K.Y.C !- Multi angle view of customer**

- Knowing how to cater

### **Building convenience around my customer**

### **Defining and delivering customer value**

- Convenience
- Customer may not be process driven
- What about your customer do you need to know?  
To much makes it uncomfortable

### **Client perspective, what do they see and value**

- Map out journey of customer maturity
- Client exp and customer centricity

### **EG B2B & B2C E-Commerce**

### **Consumer/customer journey**

### **How do we measure customer satisfaction?**

### **Business institutionalised in metrics -Challenge Relevant?**

## **VISIBILITY**

### **Where is confidence breaking?**

- Industry specific need?
- Medical emergency vs convenience

### **Frictionless Experience**

## **BE ON THE JOURNEY**

**Ref, Sjeanne's 2nd slide deck\***

- Stage 2-4

**Empowering the customer to staging problems**

- "I want someone who cares"

**Start with the want/problem not the assumed product/solution**

**Predictability in solution vs surprise**

## **ABOVE AND BEYOND**

**Are we open to negativity?**

**Maturity of product (If uncontested and winning)**

# Testimonials

- I would attend. Love the event as it scales out. Shoaib Nathie – Group CIO – **Idwala Industrial Holdings**
- A great view of collaboration, understanding, educations and networking to build industry solutions. – Shalendra Kundalram – CIO & Shared Services Executive Consumer Goods – **Council of South Africa**
- Awesome CIO Alliance session! Great insights, discussion and debate and I enjoyed the networking opportunity – Ebrahim Samodien – CIO: Enterprise Functions – **Absa**
- I enjoyed the style of the event and how it provokes one's thinking and shared experiences. – Sibogani – HP Account Manager – **HP**
- The CIO Alliances team brought together some interesting topics for debate and discussion. Insight and sharing on how certain problems were tackled, and what else could have arisen, brings to the fore thought on how to avoid similar pitfalls. Comfortable space to share and absorb with industry peers – Justin Gregory – CTO: National Sales and Channels – **FNB: Business Banking**
- CIO Alliances represents a platform where professionals with real experience and real problems can share and discuss the realities of business, allowing them to draw on insights of others. – Oscar Stark – Divisional Director – **Liberty Holdings**

Planned Regions

 Executive Business Exchange

UNITED KINGDOM  
DACH  
BENELUX  
NORDICS  
FRANCE

**CISO Alliances**  
LAGOS CHAPTER



**CIO Alliances**  
NAIROBI CHAPTER

**CISO Alliances**  
NAIROBI CHAPTER



**CISO Alliances**  
WINDHOEK CHAPTER

**CIO Alliances**  
JOHANNESBURG CHAPTER

**CMO Alliances**  
JOHANNESBURG CHAPTER

**CISO Alliances**  
JOHANNESBURG CHAPTER

 Executive Business Exchange

SOUTH AFRICA



**CISO Alliances**  
CAPE TOWN CHAPTER

**CIO Alliances**  
CAPE TOWN CHAPTER

**CISO Alliances**  
DURBAN CHAPTER

**CMO Alliances**  
DURBAN CHAPTER



**CISO Alliances**

SYDNEY CHAPTER

**CIO Alliances**

SYDNEY CHAPTER

**CISO Alliances**

MELBOURNE CHAPTER

**CIO Alliances**

MELBOURNE CHAPTER

## Alliance Chapters

Each taking place every six months  
EBE formed as part of your  
planning cycles

### **CIO** Alliances

Johannesburg  
Cape Town  
Nairobi  
Sydney  
Melbourne

### **CISO** Alliances

Johannesburg  
Cape Town  
Durban  
Windhoek  
Nairobi  
Sydney  
Melbourne  
Lagos

### **CMO** Alliances

Johannesburg  
Durban

### Executive Business Exchange

South Africa  
United Kingdom  
DACH  
Benelux  
Nordics  
France