



## CLIENT BRIEF SPECIFICATION : FINANCIAL DIRECTOR PRIVATE & CONFIDENTIAL

### COMPANY BACKGROUND

Our client, Airports Company South Africa, **Gauteng based**, has over recent years, transformed the Airports, for which it is responsible, into a mature global business. In essence, a large, complex business with substantive Business Units and subsidiaries. A company with a diverse business portfolio in Aviation, Airports Operations management, and Commercial services which includes a multibillion property portfolio, retail, advertising and external Airports management. The business is focused and sustainable, and underpinned by a solid financial track record whilst also maintaining excellent operational performance.

The company successfully re-aligned its strategic direction which resulted in, amongst others, world-class airport infrastructure, improved earnings, improved operational and commercial performance and the building of a performance based and customer-driven company culture. The Board of ACSA approved a forward looking Company Performance Framework which reflects a continuous drive towards value creation, international competitiveness and long term business sustainability. Within the ambit of ACSA's strategic focus areas, efficiency and customer service, a number of business sustainability initiatives are being pursued, including: the development of a comprehensive traffic growth strategy and optimization of asset utilization, and the identification of new revenue opportunities and expansion potential outside the ACSA network of airports. ACSA also owns 10% of Mumbai International Airport in India.

ACSA has been in existence since 1993 and has succeeded in transforming fragmented assets into a world-class, profitable state-owned company that is run along commercial lines.

The R2,2 billion Central Terminal Building at O.R. Tambo International Airport has been completed. It is the final building block in a complete redevelopment of the terminal precinct that was commenced more than 10 years ago. The building finally brings all the domestic and international areas into one contiguous space, which greatly improves passenger experience and orientation. This flagship of O.R. Tambo International Airport is complemented with recently completed pier and apron developments that allow them to accommodate new generation large aircraft. The terminal precinct at Cape Town International Airport has also undergone a complete transformation. By April 2010, the redeveloped airport boasted a common use central terminal with vastly improved retail and food & beverage offer, an additional 4000 bays in a second parkade as well as a significantly improved road network. A first for this airport is the introduction of an elevated drop-off kerb, which allows passengers to access the check-in hall with greatly improved ease and protection from the elements. The new, R6,8 billion King Shaka International Airport, a greenfield operation, has been completed and was commissioned on May 2010 as planned, without any major obstacles. The key strategic challenge now for King Shaka International Airport is: how does the company unlock shareholder value and ensure this new airport is self sustaining and is not cross subsidised by the rest of the Airport operations.

The smaller domestic airports in the airport network are not neglected as they are seen as an integral part of the overall aviation network. Many of them also played a significant role during the 2010 FIFA World Cup. ACSA has completed a runway revamp and terminal expansion at Bloemfontein airport, a terminal upgrade at East London, runway refurbishment at Port Elizabeth and terminal upgrades and expansions at Kimberley and Upington airports.

ACSA has just completed its most ambitious infrastructure capacity development programme ever. Five years ago, ACSA embarked on this R17 billion programme which would generally improve capacity and service offerings at its network of airports. These improvements pleasantly coincided with our country being awarded the hosting rights for the 2010 FIFA final tournament. This period of transformation has been completed.

The strategic challenge going forward is to unlock shareholder value out of the R 17 billion capital expansion especially, as mentioned, the new King Shaka International airport. One needs to balance the operational efficiencies with the need to unlock shareholder wealth. There is also a broad focus and need to seek, evaluate and secure viable airport management and development opportunities outside of South Africa in emerging markets and other growth markets. There is also a need to unlock shareholder value in the other major assets other than the core business, namely the large commercial portfolio.



Airports and infrastructure growth play critical roles in the national economy. A recent University of Johannesburg survey showed that the economic impact of O.R. Tambo, Cape Town and Durban international airports was significant, with a combined contribution towards GDP of R85 billion. Furthermore, the three airports generated 33 700 direct on-airport jobs and 227 600 indirect jobs.

In 2009, George Airport, Port Elizabeth and Cape Town international airports were awarded the first, second and third place in the ACI-ASQ Best Airport in Africa Awards. This brought the number of awards won by ACSA airports to 17. ACSA's strategy is to build an efficient and customer-focused business, in line with its vision of being a world-leading airport business. The group structure reflects this commitment to this strategy on all levels.



**Aviation Services** is responsible for airport planning, infrastructure development management, safety, compliance and environmental policy and standards, traffic analysis and research as well as service standards monitoring and geographic information system.

**Commercial Services** – their activities include ACSA's retail, property and advertising undertakings as well as the management of airports other than those in our current network.

**Support functions** incorporate Finance and IT, Internal Audit, Corporate Affairs, Human Resources, Strategy, Risk Management and the Company Secretary.

**Operations Division** is responsible for ensuring adequate and effective management of operations across ACSA's network of airports. It is about ensuring that passengers and aircraft activity are facilitated smoothly through the airports on a daily basis. Aviation security forms an important part of the Division.

The **long term business sustainability strategy places emphasis on the following:**

- The extent to which the current organizational mode and operating model is geared towards delivering on the chosen strategy;
- Create a predictable and stable operating environment within which key impacting business variables are managed and controlled, such as economic regulation;
- Create the required levels of active commitment to its stated future goals and;
- Create an organizational culture which will enable ACSA to realize its chosen strategy.



<b>Group turnover</b>	:	<b>± R 4.65 billion</b>
<b>Employees</b>	:	<b>± 2 700</b>
<b>Group operations</b>	:	<b>3 Operating Divisions (Commercial Services, Airport Operations, Corporate)</b>
<b>Position title</b>	:	<b>Executive Director Finance</b>
<b>Report to</b>	:	<b>Managing Director</b>
<b>Direct reports</b>	:	<b>Assistant Group Executive Finance – as per structure          Group Specialist - Investment Decision Support and Analysis          Group Manager IT (CIO)          Group Treasury          Group Procurement Manager</b>
<b>Indirect reports - dotted line</b>	:	<b>Airport operations: Financial Managers and Financial Analysts</b>
<b>Total Finance/Procurement/IT</b>	:	<b>123 people</b>

**BOARDS OR COMMITTEES:**

- \* Board (Member). Invited to attend various sub committees of the Board namely:
- \* Group Audit and Risk Committee
- \* HR, Transformation and Remuneration Committee
- \* Exco ( Member)
- \* A member of various Exco sub committees for example: the Tender board, the CAPEX and Investment committee, etc

**KEY STRATEGIC CHALLENGES FOR THE POSITION:**

- \* Immediately instill a sense of confidence and credibility into the marketplace
- \* To support the MD drive to increase Value creation out of new infrastructure, services and local and global airport/aviation industries, whilst building strong partnerships focused on sustainable growth, providing strategic support and direction to the business
- \* Develop and implement an appropriate funding strategy to manage the current debt and future funding requirements
- \* Drive appropriate long term scenario planning and modeling to direct the financial plans of the business and to provide the Company with the appropriate solid, reliable information to manage the business
- \* Influence the regulatory environment and the macro framework to support the business and its' objectives-ensure a predictable, fair, transparent and fair approach in terms of government policy
- \* Enjoy and inspire a high caliber, confident team to support all the Finance objectives and challenges
- \* Increase the transparency on the ACSA cost structure. Develop an appropriate and efficient CAPEX management process and related management information system, to enhance transparency and cost effectiveness of infrastructure developments. Revise both the planning and the development approaches.
- \* Forge strong relations and understanding to effectively manage the regulatory environment and potential risks
- \* Deal with shareholders, stakeholders and the broader investment community in a manner that balances the business mandate with the broader socio political dynamics, ensuring that returns and risks are appropriately managed and communicated and financial targets and shareholder returns are delivered
- \* Develop and implement appropriate ICT strategies to support the strategic business imperatives



- \* Enhance internal controls and financial disciplines

**KEY INTERNAL LIAISON RELATIONSHIPS:**

- \* The Board and key Executives across the entire Group
- \* The internal Auditors
- \* The different Business units
- \* The various committees and sub committees

**KEY EXTERNAL LIAISON RELATIONSHIPS:**

- \* Shareholders and debt providers
- \* Relevant Government institutions
- \* The External Auditors
- \* The Regulators
- \* Various external Advisors for example (bank, legal, tax)
- \* Labour
- \* Customers, including all relevant aviation stakeholders

**QUALIFICATIONS AND EXPERIENCE REQUIRED:**

**Essential:**

The incumbent will be somebody who has:

- \* Relevant degrees and a CA (SA)
- \* A strong career track record, heading up the Finance function in a large, complex organization with multidimensional businesses for a minimum period of 3- 5 years
- \* A strong track record managing large CAPEX budgets with a good understanding of debt markets and experience in debt sourcing and debt structures
- \* The ability to position the company effectively to gain market confidence and credibility to identify and source large amounts of debt finance
- \* A high EQ leader that inspires strong team performance
- \* At least 8 years' senior-level experience of management of people and resources
- \* A financial and commercial astuteness at a strategic level coupled with seasoned business judgment
- \* A strong strategic competence and track record aligning vision, strategy and its' execution, and policy formulation and implementation
- \* A track record in change management, re engineering operations and procedures and leading large multiple projects
- \* A track record development and implementing IT projects that improve operating efficiencies and processes
- \* Strong negotiation, project management, analytical, decision making and interpersonal skills dealing with diverse stakeholders
- \* A strong Southern African market knowledge within the broader business and macro economic landscape
- \* An individual who has a passion for world class delivery and an understanding of how to balance the economic and socio political variables, coupled with political savvy
- \* A clear, confident communication ability and style that can influence, motivate and inspire investors, funders, shareholders
- \* A South African who is committed to change and transformation and has political acceptance in this regard



### **Desirable:**

- \* Experience and wide knowledge of the Aviation industry
- \* Exposure to Africa and global markets
- \* Experience in sourcing funds from offshore markets and managing all the risks associated with that
- \* An understanding of the PFMA
- \* An individual who adds to the cultural and gender diversity of the organisation

### **KEY PERFORMANCE AREAS:**

- \* Contribute positively to the Group's strategic planning processes and provide high-level financial leadership and commercial acumen
- \* Lead the day to day finance operations and department and lead the Finance strategy
- \* Financial Modeling and Scenario planning that supports the strategic planning process
- \* Ensure optimum operation of critical IT systems and Business Operating Models to enhance operational performance and efficiencies
- \* Lead and implement key IT projects and plans
- \* Increase the transparency of the ACSA cost structure by developing and implementing appropriate OPEX and CAPEX processes and related information systems
- \* Talent Management and Succession Planning within the department to ensure the department has strong intellectual capital on a sustained basis
- \* Develop and implement appropriate strategies to manage the insurance portfolio of the entity
- \* Ensure the effective implementation of the company ERM framework and policies
- \* Develop and implement appropriate strategies for the procurement processes to ensure BEE accreditation standards are met
- \* Provide timely preparation and presentation of divisional and consolidated monthly accounts.
- \* Effective internal controls and the management of funds
- \* Comply with accounting reporting requirements according to the generally accepted code of practice, the statutory audit process as well as good corporate governance
- \* Enhance high standards of financial control and ensure effective management of working capital and disciplined financial direction
- \* Assess and gain commitment to financial objectives, budgets and strategic plans
- \* Manage the capital structure and the funding requirements of the organisation
- \* Ensure there are optimal tax strategies and compliance
- \* Provide strategic support over investments, both local and offshore investment requirements
- \* Develop appropriate business performance indicators and tools to ensure accurate and timely decision making
- \* Lead and inspire the team, with a style of management that encourages innovation, "out of the box" thinking, and better ways of doing things
- \* Lead the BEE performance of the department to ensure BEE accreditation standards are met in terms of achieving diversity targets within the team
- \* Ensure appropriate financial policies and procedures are in place to support the business

### **PERSONALITY ATTRIBUTES (CRITICAL FOR SUCCESS):**

- \* A credible, high integrity, well respected leader in South Africa with gravitas
- \* An effective communicator who is persuasive, solid, and inspires confidence at all levels
- \* A seasoned professional who is well regarded within Government, the business community and financial circles
- \* A persuasive individual who is able to "sell" the company and its' credibility.
- \* A strategic leader with an analytical ability and a detail orientation, and an ability to balance the two
- \* A flexible, high-energy dynamic self-starter who is proactive
- \* A high intellect individual who has impact, personal and technical ability that is above average
- \* A team player who leads from the front



- \* A resilient individual with a resolve and a diplomacy to effectively manage the demands of conflicting interests

#### **PACKAGE**

- \* A highly competitive package with attractive short and long term incentives will be negotiated

#### **COMPANY WEBSITE**

[www.acsa.co.za](http://www.acsa.co.za)

Submit a detailed CV to:

Ref. : AP0 539

E-mail : [company@mp-a.co.za](mailto:company@mp-a.co.za)

**NB: Please provide your **confidential** email address, cellular phone and fax number**