



**CLIENT BRIEF SPECIFICATION
 PRIVATE & CONFIDENTIAL**

**MANAGING EXECUTIVE: GOVERNMENT BUSINESS SERVICES
 (FOR THE GROUP BUSINESS DIVISION)**

COMPANY BACKGROUND

Our client, **Gauteng based**, is Africa's largest integrated communications company, providing integrated communications solutions to an entire range of customers. They are a leading communications services provider in South Africa and on the African continent, having had consolidated operating revenue from continuing operations of R33.1 billion and profit for the year from continuing operations of R179 million for the year ended 31 March 2012. Total assets from continuing operations amounted to R52.6 billion and equity attributable to the owners to R29.7 billion as of 31 March 2012. The group generated free cash flow of R2.1 billion for the year ended 31 March 2012.

As of 30 September 2012, they had approximately 3.9 million telephone access lines in service and 99.9% of their telephone access lines were connected to digital exchanges. They offer business, residential and payphone customers a wide range of services and products, including:

- *fixed-line* subscription and connection services to post-paid, prepaid and private payphone customers using PSTN (Public Switched Telephone Network) lines, including ISDN (Integrated Services Digital Network) lines, and the sale of the subscription based value-added voice services and customer premises equipment rental and sales;
- *fixed-line traffic services* to post-paid, prepaid, and payphone customers, including local, long distance, fixed-to-mobile, international outgoing and international voice-over-internet protocol traffic services;
- *interconnection services*, , including terminating and transiting traffic from South African mobile operators, as well as from international operators and transiting traffic from mobile to international destinations;
- *fixed-line data centre operations and internet services*, including domestic and international data transmission services, such as point-to-point leased lines, ADSL (Asymmetrical Digital Subscriber Line) services, packet-based services, managed data networking services and internet access and related information technology services;
- *e-commerce*, including internet access service provider, application service provider, hosting, data storage, e-mail and security services;
- *mobile communication services*, including voice services, data services and handset sales; and
- *other services* including directory services, through Trudon (Proprietary) Limited, wireless data services, through Swiftnet (Proprietary) Limited and internet services outside South Africa, through iWayAfrica Group (integration of Africa Online Limited and MWEB Africa Limited).

Group turnover	:	± R 33 billion
Business Unit turnover	:	± R 17.5 billion
Business Unit Employees	:	± 900
Government Business		
Division turnover	:	± R3.6 billion
Position title	:	Managing Executive: Government Business Services
Report to	:	Managing Director: Telkom Business
Direct reports	:	Executive: Integrated Business Solutions (4 direct reports on Snr. Management Level) Executive: Government Sales (6 direct reports on Snr. Management level)
Total staff	:	80 – 90 people
OPEX	:	± R100 million



BOARDS OR COMMITTEES:

- * To be confirmed

KEY STRATEGIC CHALLENGES FOR THE POSITION:

- * Develop and define how to position Telkom in the State Owned Enterprise/ government sector at national, provincial and local level
- * Understand, analyse and define how to deal with the complexity of different stakeholders and customers, ie. Government as a shareholder, stakeholder and customer (having several contracts within government, the Department of Security, South African Police Services, Department of Trade and Industry, provincial government, etcetera)
- * Ensure these contracts are commercially viable and governance standards are maintained
- * Define and implement an effective strategy to manage SITA's- a customer who also views Telkom as a competitor
- * Lead a turnaround in the culture within the team, change from an 'old' style culture, a demotivated, low technical skills base environment and realize the upside by reskilling and motivating the team
- * Ensure the team is well skilled in terms of the rapidly changing technology trends and client needs, including but not limited to a change from fixed line to mobile, voice to voice over IP, IT to cloud technology, copper to fibre optics networks

KEY INTERNAL LIAISON RELATIONSHIPS:

- * Group Executive Committee
- * Business Units and Divisional Executives
- * Telkom SA, Telkom International and Telkom DCO top management team
- * Networks and Wholesale including IT
- * Product House
- * Government and Regulatory Affairs

KEY EXTERNAL LIAISON RELATIONSHIPS:

- * Government Relations
- * Consumer Groups
- * Regulatory Bodies
- * Key Customers
- * Networks

QUALIFICATIONS AND EXPERIENCE REQUIRED:

Essential:

The incumbent will be somebody who has:

- * Relevant degree, ideally an MBA or equivalent
- * A minimum of 20 years' experience in business
- * A minimum of 10 years in the ICT/technology related sector, managing large and complex deals, servicing large customers and their needs of which a minimum of 3 years at an Executive strategic level
- * A seasoned professional with structure and gravitas, a business leader in the ICT space, having operated at a strategic management level and a strong track record leading a large team achieving excellence
- * A credible, well networked leader who networks effectively at a high senior level within government and the civil service
- * Excellent business acumen, leadership, negotiation, communication, interpersonal, analytical and strategic thinking skills and capabilities



Desirable:

- * Knowledge of government and government applications in their various departments and levels of government

KEY PERFORMANCE AREAS:

- * Define, lead and oversee the Government Business Services strategy and portfolio in alignment with the broader approved Telkom Business strategy.
- * Develop and implement a comprehensive and integrated Customer Portfolio Management strategy, and ensure the development of a methodology, process and system to identify and maintain a register for Government Business Services across industries
- * Implement and execute a Sales and Marketing strategy
- * Position and implement the Government Business Services Portfolio and Strategy
- * Maintain and enhance strategic relationships
- * Implement a CRM strategy, system and process
- * Drive the sales process management including the rank order of opportunities identified, 'go/' 'no go' decisions, pricing and pricing discount decisions, pipeline sales, the bidding/ RFT process, key customer 'winning' and 'differentiation' strategies, sales team management
- * Manage own team to deliver customer satisfaction internally and externally. Orchestrate organisation wide activities to deliver superior customer experience
- * Develop and implement a comprehensive and integrated strategy for customer portfolio management for Government Business Services, and ensure alignment across marketing, sales, product and service portfolios
- * Ensure the development, implementation and maintenance of a methodology, process and system to identify and maintain a Government Business Services register across all sub segments
- * Ensure that business needs according to the segmentation principle are identified analysed and catalogued
- * Ensure the timeous definition and architecture of future telecommunications products, and ICT services
- * Oversee the Government Business Services Portfolio
- * Benchmark against global best practices
- * Apply profit and loss modelling, and also determine the business development strategy based on revenue flow per product and product cycle
- * Build strategic relationships with relevant stakeholders by networking with various strategic role players
- * Conduct complex negotiations with internal and external customers, stakeholders and suppliers
- * Provide business and functional team leadership by overseeing the effective implementation of strategy in order to ensure that the highest level of performance is achieved
- * Continuously motivate staff, recognizing and rewarding behaviour congruent with Telkom's desired culture
- * Ensure the implementation of effective personal and career development initiatives
- * Drive interventions aimed at enabling the wellness of staff
- * Ensure legislator compliance and corporate governance
- * Drive EE/AA/ Diversity targets for own functional team
- * Facilitate sound employee relations and team effectiveness



PERSONALITY ATTRIBUTES (CRITICAL FOR SUCCESS):

- * A confident, inspirational and credible leader who can balance being assertive and sufficiently sensitive, so there is acceptance within the team and the customer base.
- * A high level of emotional intelligence and an inner wisdom
- * Strong people skills and diplomacy, with clear high governance boundaries and integrity
- * A business minded team player who drives change, excellence and who has a passion for service delivery
- * An individual with gravitas, political savvy, good judgment and strategic insight
- * An effective communicator who is persuasive, solid, and inspires confidence at all levels
- * A professional who can effectively handle issues of ambiguity, while operating within complex political situations
- * A seasoned professional who is well regarded within Government, the business community and financial circles
- * An individual with outstanding interpersonal skills combined with unquestionable leadership abilities
- * A strategic leader with an analytical ability and a detail orientation
- * 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 will be negotiated for the right calibre of individual. A competitive STI and potential 'sign on' bonus in lieu of a LTI

COMPANY WEBSITE

www.telkom.co.za

Submit a detailed CV to:

Ref. : AP0 557

E-mail : research@mp-a.co.za

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