Mohanoe Mokhitli

HOD: Innovation and Data Science

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Professional Profile

It has become the norm for consumer-facing companies (B2C) and increasingly B2B businesses to have access to vast amounts of structured and unstructured data. The use of sophisticated analytics on internal data and market research analytics has become fundamental in extracting key insights to answer a variety of questions including what product to develop, how to design it, how to package the value proposition, how much to charge, to which customer it should be sold, how much is the customer willing to pay and which marketing strategy/strategies should be employed.

My passion is in the use of big data and advanced analytics to uncover value development opportunities across customer value management, risk management, product development and market strategy value chain. The advanced analytics approach allows for a more detailed understanding of consumer needs, attitudes and more accurately identify customer segments to enable the targeting of the right customer, with the right product, at the right time across the customer lifecycle thereby optimization customer value propositions, profitability and growth.

My core technical and leadership experience spans multiple business environments at an operational and strategic level.   My core exposure and experience transverse the business value chain including Marketing, Finance, IT, HR, Operations, and S&D.

My main focus and passion is in the development, management and implementation of advanced analytics-based strategies. I would like to see myself in a senior executive position leading the development of data-led strategies and supporting businesses to optimally engage and deliver value for customers across the customer acquisition, value development and retention phases for exponential customer value growth.

Awards and Special Achievements	- Diploma for outstanding achievement in Geography, Mathematics, Physical Science (grade 8 - 10) - Free State u/16 Soccer, Merit Colours for u16 Soccer and u/19 Soccer captain - Technology for Development and Poverty Alleviation Award - Acceptance into the Succession Development Programme (SDP) at Vodacom in 2008 aimed at fast-tracking talented employees into a leadership position - Nomination to enroll for the MTN Future Leadership Investment Growing High Potential Talent (FLIGHT) programme in 2011 aimed at fast-tracking talented employees into a leadership position - Supported the development of the MTN Global Segmentation Model across all MTN Operations in 2014 - Conceptualized and Managed projects to create Business Intelligence departments across MTN Operations - Developed and Implemented the Business Intelligence Strategy across MTN Operations which improved 2014 - Development of the MTN Group Value Segmentation model enabling the critical focus of efforts of maintaining and growing high value customers in 2015 - Created an Analytics and Business Optimization function in Liberty Corporate with first successes being achieving executive buy-in and developing holistic customers lifecycle and value segmentation models to drive acquisition, growth and retention strategies in 2016
Employment History	**November 1, 2019 – Current** HOD: Data Science and Innovation, Multichoice Group, Johannesburg Mohanoe's duties at Multichoice consists of the following: Strategy and Execution - Support strategic programmes with innovative approaches to solving business problems using leading ML and AI toolsets (SAS, RapidMiner, Azure ML, IBM, etc.) - Ensure appropriate Business Intelligence and Advanced Analytics capabilities are implemented across Multichoice Group while continuously building maturity and skillsets - Outline a best practice guideline for Business Intelligence and Advanced Analytics projects with supporting enablers including processes, governance, technology and standards - Enable a full end-to-end technology pipeline template for data science model development with tested and productized models and algorithms - Develop and deliver data science driven use cases to support development of analytics foundation platform for future business consumption - Support the testing of future ML and AI toolsets - Support the group-wide enterprise data strategy to effect data management, modern architecture, agile ways of working and leveraging advanced analytics for data-driven decision making

<u>Leadership and Management</u>

- Provide leadership in analytics areas of focus for rapid value realization
- Achieve the business employee engagement targets and rollout Multichoice Group behaviours and culture change management programme
- Develop and execute a robust succession action plan

March 1, 2019 – October 31, 2019
Executive HOD: Advanced Analytics and Insights, ABSA Group Limited, Johannesburg

Mohanoe's duties at ABSA consists of the following:

<u>Leadership and Management</u>

- Design and implement an effective operating model for an Analytics function supporting multiple business and product segments including Transactional Banking, Card, Lending, Vehicle Finance, Homeloan and Transformation Office
- Ensure improvement in alignment of Analytics activities and resource allocation across the organization
- Support cross-organizational analytics requirements and coordinate services provided from a central point while balancing centralized and distributed coordination
- Provide leadership and direction in exploration of new technologies, techniques, practices and standards across the analytics lifecycle
- Establish and promote best practices and emerging thought streams
- Deliver cutting-edge Analytics solutions and provide consumable and actionable recommendations
- Conduct research and development activities
- Enable capacity building for analytics human capital
- Management of high-demand and critical skills in the organization while optimizing contribution across different areas
- Identify opportunities for development of data assets and maximum value extraction from existing assets
- Identify duplication efforts x initiatives x organization x analytics lifecycle
- Define and develop standards and best practices
- Standardization of documents, processes, methodologies and deliverables
- Quality assurance of standards and validation
- General project and resource planning
- Track, measure and report on data performance and team's initiatives across the organization
- Identify and establish baseline for performance measurement
- Establish service level agreements across stakeholder community
- Establish a data assets catalogue and identify usable assets (physical/intellectual) across the analytics environment
- Project management of analytics efforts across the organization
- Lead the provision of strategic input/guidance/contribution on significant developments or methodology across the analytics lifecycle

<u>Value Stream: Data Ingestion and Integration</u>

- Data source mapping (including operational, social media, 3rd party sources)
- Data flow map documentation
- Enterprise data architecture management
- Partner with Technology teams on strategic decisions for extraction tools
- Drive adoption of architecture based on best practices – for traditional and cloud-based solutions

<u>Value Stream: Data Management (EDW/Big Data)</u>

- Documentation and management of data with the data warehouse and data lake environments
- Manage schema to handle unstructured data
- Ensure fit-for-purpose data marts and presentation layer for users (Data Science and Analytics)
- Data environment performance management (data quality and infrastructure (
- Deploy and manage data performance management suite on key measures for CVM and RBB across multiple domains
- Strategic decision making on analytics tools to support full analytics workflow
- Support strategic decisions on best-in-class capabilities and mature solutions to address challenges around data management
- Design and support architecture, policies, practices and roadmaps to address info needs
- Provide leadership in big data technologies – Hadoop, Hive, Hbase, Spark, both in cloud (AWS, Azure, Google) and on-premise deployment

<u>Value Stream: Analytics and Data Science</u>

- Develop strategy and user requirement aligned advanced analytics solutions
- Lead the best practice formulation, model validation and alignment across advanced analytics activities
- Provide leadership in emerging predictive analytics technologies and tools (AI & ML)
- Business case input for value-based solution development initiatives
- Establishment of centre-of-excellence for advanced analytics across RBB

<u>Value Stream: Solution Design</u>

- Provide leadership and guidance on consumption-ready solution designs
- Provide strategic direction and best practice on visualization applications and interface design across multiple devices/operating platforms
- Ensure consistency of solution design and deployment platforms across RBB

<u>Value Stream: Stakeholder Management and Solution Embedment</u>

- Drive change, enablement and adoption of advanced analytics solution stacks
- Lead horizontal and vertical stakeholder engagement
- Assume role of strategic conduit for stakeholder engagement and CVM technical teams

- Formulate and drive business engagement models across multiple business domains
- Management of business requirements and solution designs
- Mapping of data assets across RBB
- Internal value chain coordination

October 2, 2017 – February 28, 2019
Director: Analytics and Strategic Transformation, ABSA Group Limited, Johannesburg

Mohanoe's duties at ABSA consists of the following:

Strategy, Data Management and Analytics

- Develop a strategic direction for the Retail and Business Banking (RBB) analytics function and key synergies across Data capabilities across the bank
- Identify key synergies across the business to strength the analytics capability
- Design and build the necessary approach to support the delivery of assigned strategic initiatives
- Drive the decentralization agenda ensuring that every business unit assumes shared responsibility of the data DNA
- Identify, activate and manage core enablers for the value creation from data as a company asset
- Identify opportunities for improvement in customer experience, long term customer value creation, increased monetization, increased revenue and operational efficiency through the value of data
- Engage widely to effect decision making around data governance, monitoring, architecture, process, and the end to end lifecycle
- Take ownership of the RBB Data and Analytics strategy working in collaboration with technology and business to deliver value for customers
- Discover opportunities for Data and Analytics to further strengthen the customer-centricity culture and way of doing business
- Support business processes, product development, regulatory standards and governance, operations, product development, financial modelling, marketing and KYC initiatives with data insights
- Develop appropriate controls to support the usage of artefacts/tools/data/ template by all workstreams as well as controls to ensure maintenance and safeguarding of information obtained using the artefacts by workstreams
- Analyze the insight and intelligence value chain at its baseline and end-state position and provide feedback on integration gaps across ABSA Africa Group Limited
- Enable key insights from data across multiple systems and platforms to ensure analytics led solution delivery and decision making
- Ensure successful integration of the solution into the business through appropriate organizational change management interventions
- Ensure defined engagement model and business rules are implemented and adhered to in the specific area of responsibility and create corrective actions where required
- Provide leadership on project conception, business case development, approval, implementation and execution of analytics led projects
- Ensure agility in the delivery of projects

- Drive innovation in the data science ecosystem and ensure conversion to value in a sustainable fashion
- Provide analytics and insights Lead on key initiatives including Fraud Analytics, Financial Modelling, Forecasting, Propensity Risk Models, Robotic and Automation, Artificial Intelligence, and Big Data
- Develop and implement supporting standards or policies to ensure robust control framework is in place to support the transition of activities
- Drive a culture of proactive compliance and risk management

Stakeholder Engagement and Partnerships

- Partner to develop, implement and drive a people strategy that attracts, develops, engages and rewards colleagues at agreed cost points and create a high performance, change-resilient culture that can sustainably drive diversity and inclusion
- Support the central coordination between stakeholders to move the Data agenda forward
- Design and implement a strategic partnership model with stakeholders across the business at senior executive and director levels
- Establish 'buy-in' on the integration of insight led decision making processes for value identification, development and retention
- Communicate horizontally and vertically to ensure adoption of agreed approach by involved executives/functions/workstreams
- Drive the change in culture and business process for the adoption of a data-driven approach to decision making
- Ensure ongoing engagement with stakeholders (business/functions/departments) to manage expectations regarding delivery of solutions
- Ensure consistent feedback on projects at various stages
- Ensure appropriate 'sign-off' is achieved prior to implementation of processes and solutions
- Actively engage all functions/workstreams to ensure the understanding of expectations around the strategic objectives and outcomes
- Engage with multiple and diverse teams to manage multiple deliveries across multiple functions
- Ensure absolute alignment of key initiatives with the broader strategic objectives of the organization
- Support workstreams through business partner capability to understand the approach to completion of business cases and expecations regarding each milestone/deadline
- Conduct required discussions with senior executives and heads of functions/businesses workstreams on a regular basis to perform 'checks' to evaluate the understanding of expectations and outcomes

August 3, 2015 – September 31, 2017
Head: Analytics and Business Optimization, Liberty Group, Johannesburg

Mohanoe's duties at Liberty consists of the following:

Remuneration Management

- Ensure consistent improvement of data checks and cleaning processes

- Optimize the monthly calculation process
- Ensure timeous and accurate payment of accrued bonuses
- Ensure optimal Qlikview models and continuous improvement as per requirements
- Develop and maintain Ongoing Service Payment (OSP) model meeting the franchise and LC profitability requirements
- Develop easy reference format for production credits for ease of understanding and impact on costs and channels
- Design and manage production of reports of commissions and bonuses paid
- Put in place mechanisms to track and analyze behaviour changes linked to commission and bonuses
- Field queries on bonuses and commissions to affected stakeholders

System Development and Data Management

- Develop and maintain a central database accumulating all source data
- Ensure the Database environment can be integrated to the broader Group architecture
- Ensure the environment adequately maintained to support analytics and reporting
- Ensure the successful upgrade of systems to support new and medium-term requirements
- Ensure business requirements are incorporated into the key projects
- Ensure ongoing project progresses are in line with agreed timelines
- Ensure data available to fulfill reporting requirements

Analytics

- Ensure availability of tools for advanced analytics (AA)
- Ensure availability and attendance of training for staff
- Budget for license renewals accordingly
- Ensure business requirements are adequately captured and documented
- Ensure adequate engagement with stakeholders before initiation of projects
- Develop, implement and maintain AA models in line with the strategy
- Innovate and identify opportunities for business growth through AA
- Develop standards for the AA models
- Ensure models are operationalized and automated post development
- Ensure key insights extracted are communicated succinctly
- Educate and drive mindset change (change management) in the use of AA based insights

Research

- Consolidation of current research projects and results
- Consolidation of business requirements for future research projects
- Ensure research briefs are compiled based on requirements
- Consistent engagement with vendors and internal stakeholders
- Communicate key research findings on a regular basis
- Communication of research finding to relevant stakeholders
- Analysis of research results to extract key finding

<u>Leadership</u>

- Provide strategic leadership in advancing the analytics capabilities of the organization
- Lead a cross-functional capability with a focus on using AA to solve complex business problems
- Interact regularly with senior leadership within Liberty Group as a strategic partner, influential thought leader and trusted advisor
- Lead, manage, coach and mentor a team of data scientists, actuaries, systems and business analysts
- Provide guidance and advise on the implementation of AA models to solve key business problems and create sustainable value

August 2, 2010 - July 31, 2015
Senior Manager: Analytics, MTN Group, Roodepoort

Mohanoe's duties at MTN GROUP involve the following:

- Develop and ensure the approved MTN Business Intelligence strategy is carried out and applied across the MTN Group of operating companies
  - o Engage and manage all relevant stakeholders across affected business areas
  - o Communicate Group strategy with CxO members of EXCO
  - o Provide support and guidance (where applicable) on the effective planning and application of strategy and measurements of outcome and impact
- The development of strategy based on incorporating insights from multiple domains and assessing market dynamics
  - o Source data from multiple Opcos across multiple systems (SQL, SAS)
  - o Incorporate external data sourced from market research and competitor analysis (SAS)
  - o Apply analytical techniques to extract insights and build forecasting model
  - o Develop strategy in relation to company vision and mission
  - o Develop business case for adoption of the chosen plan of action (strategy)
  - o Present business case to line manager for approval
- Track and analyze all competitive insights from multiple sources and monitor market research results from MTN OPCOs
  - o Access all MTN Opco related business KPIs and market research results
  - o Build historical view of Opco performance and extract key insights
- Provide technical support to OPCOs in terms of predictive analytics and data mining best practices
  - o Develop predictive analytics framework and governance structure for Opcos alignment
  - o Engage and manage Advanced Analytics solution vendor on training and implementation of solution
  - o Monitor Opco predictive model performance and provide guidance for improvement of predictive power
  - o Provide support at model deployment phase and results analysis
- To assist OPCOs in developing a consumer segment based product development and market research approach
  - o Provide guidance of segmentation and clustering techniques (SAS)
  - o Ensure market research vendor aligns to research brief
  - o Advise and provide support on product development strategy

- Manage projects and stakeholders in relation to the deployment of Advanced Analytics and Business Intelligence related tools/solutions across our operations
  - Project manage the implementation of solutions across Opco through regular engagements with vendor(s)
  - Ensure internal stakeholder concerns are addressed and keep role players abreast of project status
- Provide analytics assistance and solutions to operation facing difficulties in revenue performance, increase in churn/attrition, loss of market share, etc.

  - Monitor monthly Opco performance through analysis of standard business KPIs
  - Identify problem areas and advise on next course of action
  - Motivate for approval to initiate project/activity/strategy
  - Implement strategy and provide necessary support in analytics after hand-over to Opco is complete
- Report operational research and performance results to Exco
  - Provide report on progress of projects and problem areas
- Provide guidance in developing and maintaining churn risk, segmentation and survival models
  - Provide the necessary support in developing and maintaining the 3 keys models project across MTN Opcos
- Drive and facilitate consultancy and advisory to OPCOs in the use of Advanced Analytics output for the development of segmentation specific and product propensity value propositions
- Assist brand and product development teams in sourcing data, extracting key insights and developing strategies for different telecom markets
  - Assist MTN Group stakeholders and brand strategy and product innovation sourcing the relevant information and generating insights
- Conduct bi-annual Business Intelligence training for OPCOs across our 3 regions West and Central Africa, Middle East and North Africa, and South and East Africa
  - Develop course material and case studies for BI training sessions
- Develop and support the standardization of a customer value management methodology maximizing customer value through segmentation
- Assist in the business planning process across OPCOs and setting of retention KPI budgets
- Develop business cases for new BI solutions and monitor ROI

May 3, 2010 - July 30, 2010
Manager: Statistical Analytics, Rorotika Technologies, Fourways

Mohanoe's duties at Rorotika involved the following:

- Train, manage and coach team members
- Analyze the revenue and utilization KPIs from telecom network CDRs and BSC statistics
- Provide expert support in any areas that require an in-depth knowledge of statistics, e.g. testing validity of assumptions against available data, hypothesis testing, sampling techniques,
- Provide opinions on the valid use of data for analysis and reporting
- Contribute to the development and validation of models for network resource and customer behavior in response to effective tariff changes

- Contribute to radio network and revenue optimization tools, procedures, algorithms and models
- Contribute to strategy decision making processes in relation to generated business insights
- Play a leading role in stakeholder engagement and management for all our international clients
- Oversee the innovation cycle for bringing in new network optimization algorithm

October 2, 2006 - April 30, 2010
Senior Quantitative Analyst, Vodacom SA, Midrand

Mohanoe's duties at Vodacom Group involved the following:

- Consult directly with stakeholders within CRM and establish reporting and analysis requirements while building an effective working relationship
- Support CRM initiatives such as direct marketing campaigns with analytics i.e. Propensity for product take-up, propensity for value shift, credit risk, etc.
- Gather and analyze customer information from various databases according to project business objectives
- Liaise with CRM department to understand analysis objectives and propose suitable analysis methods to ensure value-add and support in fact-based decision making processes
- Support generation of ad-hoc report requests for operational purposes
- Ensure integrity of information stored, shared, analyzed and reported
- Build financial models to forecast take-up rates, breakeven period and product pricing strategy
- Build Statistical/Mathematical models and predict future outcomes based on historical data from internal sources and external qualitative research
  - Churn Risk Models
  - Clustering/Segmentation
  - Fraud Detection
- Provide insight on trends and patterns inherent in the data through reporting
  - Customer acquisition
  - Product take-up
  - Product consumption patterns
  - Revenue Analysis
  - Churn/Attrition Analysis
- Use insights gathered to identify new customer value creation opportunities
- Drive the establishment of data rules and standards
- Take part and lead forums focusing on innovation and opportunistic analysis of data
- Fulfill a business consultancy role in value proposition development

July 1, 2004 - September 29, 2006
Data/Statistical Analyst, MTNSP, Sandton

Mohanoe's duties at MTN involved the following:

- Reference already developed and approved user requirement for report development

- Determine portfolio and frequency of standard reporting requirements needed for MTN business areas
- Support generation of ad-hoc report requests
- Ensure integrity of information collected, stored, shared, analyzed and reported on
- Ensure that the information supplied is standardized, simple, comprehensive and reaches the relevant parties
- Determine and produce functional unit reporting outputs through data mining
- Build Statistical/Mathematical models and predict trends based on historical data using SAS Enterprise Miner
  - Churn Risk Model
  - Response Rate Models
- Designing Data-marts and Conducting project related data analysis
- Facilitating JAD Sessions with the objective of detailing user/business requirements for project reporting
- Manage and execute the Direct Sales Commission processes, where calculation and distribution of sales commissions is done according to the commission policy
- Develop Quantitative Analytics competencies with the team through informal coaching and supervision

February 3, 2003 - June 30, 2004
Research Scientist, CSIR, Pretoria

Mohanoe's duties at CSIR involved the following:

- Surveying wood samples and accurately and systematically analyzing the data
- Managing databases and familiarization with widely used industry software
- Drafting marketing catalogues
- Data analysis of plantation experimental designs
- Documentation and presentation of results in PowerPoint
- Pollen viability testing in the laboratory using high tech scientific instruments
- Preparation of the research lab for analysis
- Pollen collection from samples
- Literature review and report compilation
- Division project development and administration

February 15, 2002 - November 20, 2002
Research Assistant, Free State University, Bloemfontein

Education	Matric Certificate, Brebner High School, Bloemfontein, November 25, 1998

Matric Certificate, Brebner High School, Bloemfontein, November 25, 1998

Subjects Passed
: English 1st Language (HG)
: Afrikaans 2nd Language (HG)
: Sesotho 3rd Language (HG)
: Biology (HG)
: Geography (HG)
: Physical Science (HG)
: Mathematics (HG)

BSc (Hons), Free State University, Bloemfontein, November 29, 2002

Subjects Completed
: Statistics I, II, III
: Genetics I, II, III
: Economics I
: Mathematics I
: Stochastic Processes IIII
: Stochastic Simulation IIII
: Quantitative Genetics IIII
: Biometry III

MBA, Wits University, Parktown, March 15, 2017

Subjects Completed
: Global Business
: Investment Analytics
: Management Consulting
: Entrepreneurship
: Strategic Finance
: Operations and Decision Making
: Ethics and Governance
: Strategy
: Career Management
: Micro and Macroeconomics
: Accounting
: Finance
: Marketing
: Contemporary Business Thinking
: Leadership Development
: Social Responsibility
: Corporate Finance and Statement Analysis
: Numeracy Competence
: Organizational Behaviour and HR

Certificate and Diplomas

Name of Institution : SAS
Qualification : Data Mining Diploma
Year : 2004/11/05
Courses Completed : Decision Tree Modeling

: Data Preparation for Data Mining
: Predictive Modeling Using Enterprise Miner
: Neural Network Modeling
: ANOVA, Regression and Logistic Regression
: Applying Data Mining Techniques in E-Miner
: SAS ETL Studio
: SAS Macro
: Advanced SAS SQL

Name of Institution	: SAS
Qualification	: SAS Programming III Certificate
Year	: 2010/03/03
Courses Completed	: Programming III
Name of Institution	: SAS
Qualification	: Advanced Macro Language Certificate
Year	: 2010/02/26
Courses Completed	: Advanced Macro Language
Name of Institution	: CILLA/CSIR
Qualification	: Project Management Certificate
Year	: 2004
Courses Completed	: Project Management I
Name of Institution	: FACULTY TRAINING INSTITUTE
Qualification	: JAD Facilitation
Year	: 2004
Courses Completed	: Facilitated Requirements Modelling
	: Professional Workshop Facilitation
Name of Institution	: GROWTHLINK
Qualification	: Time Management Diploma
Year	: 2008
Courses Completed	: Time Management
Name of Institution	: TSEBO TRAINING
Qualification	: Foundation Management Programme
Year	: 2008
Courses Completed	: People Management Skills
	: Business Management Skills
Name of Institution	: CHUMISANI
Qualification	: Coaching Skills
Year	: 2008
Courses Completed	: Coaching Skills
Name of Institution	: GROWTHLINK
Qualification	: Facilitation Skills
Year	: 2008
Courses Completed	: Facilitation Skills

Name of Institution	: GROWTHLINK
Qualification	: Emotional Intelligence
Year	: 2008
Courses Completed	: EQ (Emotional Intelligence)
Name of Institution	: Gordon Institute of Business Science
Qualification	: MTN Future Leadership Talent Investment
Year	: 2011
Courses Completed	: Best Commercial Practice, Best Operating Practice
Name of Institution	: SAS
Qualification	: SAS Visual Analytics: Fast track
Year	: 2013

Projects

- Vodacom Needs Based Segmentation Model
- Churn Risk Modeling
- Credit Card Financial Model
- The Pricing Simulator
- Customer Lifecycle Model
- Customer Lifetime Value
- Network Fraud Detection
- Advanced Analytics and Value Proposition Development
- MTN Global Segmentation Model Audit
- Micro-Segmentation Development
- Channel Optimization (S&D Analytics)
- Profitability Model Development and Forecast
- Value-based Segmentation Model
- Social Network Analysis
- Campaign Optimization
- Retention Risk Driver Analysis

References

References will be made available upon request