

TRUTH | TRUST | RESULTS



"We empower institutions that enable Africa's development."

COMPANY PROFILE





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## TRUTH | TRUST | RESULTS

### COMPANY OVERVIEW

Founded in 2005, Ntiyiso Consulting Group is an authentically African, and globally wired management consulting firm which “seeks to empower institutions that enable Africa’s development.” With over 200 senior professionals, we provide evidence-based, robust solutions to complex management problems and are experts in strategy, governance, organisational turnaround, revenue enhancement and industrialisation consulting.

We deliver sustainable solutions through THREE SUBSIDIARIES, viz. Ntiyiso Revenue Consulting, Ntiyiso Business Consulting and Ntiyiso Industrialisation Consulting. Ntiyiso means ‘TRUTH’ in the Xitsonga language. We are therefore naturally inclined to deliver the most trusted of solutions to our clients.

### OPERATING PHILOSOPHY

Our underlying operating philosophy is to offer products and services as a means to derive value for our clients. Our conviction is that each client is unique and therefore has specific needs that can only be met through a close and personalised partnership that is based on shared responsibility to deliver sustainable results.



## OUR LEADERSHIP

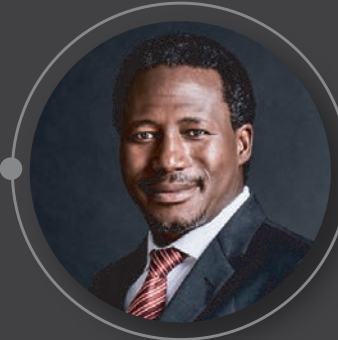
Our leadership team are recognised leaders and visionaries in their areas of expertise. They have acquired vast local and global experience which has been dedicated towards building a culture of performance to the benefit of our clients and our people.

### ALEX MABUNDA Group Chief Executive Officer

Over 22 years in Industrial and Management Consulting experience.

#### INDUSTRY EXPOSURE

- Strategy, Strategic Management and Feasibility Studies expertise
- FMCG, Real Estate and Local Government
- BSc Computer Science



### ANDISA RAMAVHUNGA Group Chief Advisor

Over 20 years in Management Consulting and Entrepreneurial experience.

#### INDUSTRY EXPOSURE

- Strategic, Organisational Design and Turnaround expertise
- Telecoms, Financial services, Media and Transport
- BSc, BSc (Hons) & MBA



### MIYELANI HOLENI Group Chief Advisor

Over 20 years in Corporate and Management Consulting experience.

#### INDUSTRY EXPOSURE

- Local Government and Revenue Management and Enhancement expertise
- Real Estate, FMCG, Financial Services and Information Technology
- BSc, PGD and MPhil (Development Finance)



## EXECUTIVE TEAM

### TONDY NKUNA Group Chief Financial Officer

Over 21 years in Accounting and Finance experience.

#### INDUSTRY EXPOSURE

- Finance, Accounting and Revenue Management expertise
- Public Sector and Utilities
- BCom and PGD



### VONGANI MACHIMANA Head of Business Development & Sales: Ntiyiso Consulting Group

#### INDUSTRY EXPOSURE

- Management Consulting
- Banking and Finance
- Insurance
- Manufacturing
- Local Government



### TREVOR MUPETI MD: Ntiyiso Revenue Consulting

Over 15 years in Management Consulting experience.

#### INDUSTRY EXPOSURE

- Water, Sanitation, Civil, Construction, Project Management and Revenue Management expertise
- Local Government
- B Tech, PGD



### MELVIN MPALA MD: Ntiyiso Business Consulting

Over 17 years in Management Consulting experience.

#### INDUSTRY EXPOSURE

- Strategy, Business Process Engineering and Auditing expertise
- State Owned Entities, Local Government, Telecoms NGOs, Corporate Finance and Transport and Logistics
- ACCA (UK) and Project Management



### AUNTONY MUKHWANAZI MD: Ntiyiso Industrialisation Consulting

Over 18 years in Chemical Engineering and Management Consulting experience.

#### INDUSTRY EXPOSURE

- Process Development, Transaction Advisory and Business Development expertise
- Manufacturing, Utilities, Chemical, Petroleum and Gas Industries
- BSc Chemical Engineering

## OUR PRINCIPLES

We have five ways in which we set ourselves apart. This is what our clients expect and experience when working with us to deliver successful projects and valuable outcomes.

### END-TO-END SOLUTIONS

Our range of methodologies are designed to deliver holistic solutions that consider the internal and external environment.

### TAILOR-MADE SOLUTIONS

We apply first principle problem solving for unique client conditions.

### TOTAL COST OF OWNERSHIP

Our services are provided at a competitive total cost of ownership, which provides additional value for money for our clients.

### CULTURAL AFFINITY

We are respectful and approachable, and also have a demeanor that is resonant with African culture.

### COLLABORATIVE APPROACH

We believe in personal interactions and less about the slides when developing solutions.



**NTIYISO**  
REVENUE  
CONSULTING

We improve cash positions of medium to large sized municipalities and utilities. We achieve this by deploying our Revenue Maturity diagnostic model to optimise and enhance specific components of the entire revenue value chain

#### SERVICES

- Revenue Conversion and Completeness
- Revenue Administration and Protection
- Revenue Coverage and Growth
- Revenue Customer Management
- Revenue Data Science

*If it's money, we will find it for you.*



**NTIYISO**  
BUSINESS  
CONSULTING

We improve the profitability and sustainability of medium and large sized organisations. We also enhance service delivery capabilities of public and private entities. We achieve this by aligning the organisational ecosystem, viz. strategy, leadership, people, architecture, routines and culture.

#### SERVICES

- Strategy Development
- Leadership Capacitation
- Value Delivery Optimisation
- Human Capital Optimisation
- Culture Transformation
- Architecture and Routines

*We help organisations deliver tangible results.*



**NTIYISO**  
INDUSTRIALISATION  
CONSULTING

We unlock economic development opportunities on behalf of communities and regions. We achieve this through end-to-end project conceptualisation and development. We also develop strategic economic development and infrastructure master plans.

#### SERVICES

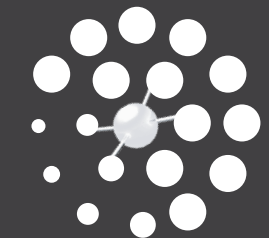
- Economic Planning
- Infrastructure Planning and Development Support
- Industrial Project Development

*We unlock new economic streams for growth.*





If it's money, we will find it for you.



NTIYISO  
REVENUE  
CONSULTING

If it's money, we will find it for you.



## OUR SERVICE OFFERING

Ntiyiso Revenue Consulting is a leader in revenue management and enhancement consulting. We offer comprehensive revenue management and enhancement solutions, from strategic engagements, to implementation and monitoring of impact. Our capabilities are combined into five service offerings that can be customised depending on the organisation's business requirements and needs.

### NTIYISO REVENUE MATURITY METHODOLOGY



If it's money, we will find it for you.

## OUR PRODUCTS

### REVENUE CONVERSION AND COMPLETENESS

- Revenue Management and Value Chain Operations Support
- Metering Effectiveness
- Bill Presentment and Payments
- Billing Support
- Debt Management
- E-Journal Processing

### REVENUE ADMINISTRATION AND PROTECTION

- Property Value Chain Optimisation
- Tariff Setting
- Cost Recovery
- Indigent Management
- Loss Management

### REVENUE COVERAGE AND GROWTH

- VAT and Diesel Tax Recovery Services
- Road Accident Fund
- Medical Insurance
- Commercialisation of Broadband
- Outdoor Advertising
- Asset Commercialisation

### REVENUE CUSTOMER MANAGEMENT

- Customer Education
- Stakeholder Engagement

### REVENUE DATA SCIENCE

- Revenue Data Cleansing
- Data Warehousing

If it's money, we will find it for you.





We help organisations deliver tangible results.



**NTIYISO**  
BUSINESS  
CONSULTING

We help organisations deliver tangible results.





## OUR SERVICE OFFERING

At Ntiyiso Business Consulting, we possess a number of distinct capabilities, tools and methodologies to deliver results in various organisational improvement areas.

### WE HELP ORGANISATIONS DELIVER TANGIBLE RESULTS

#### STRATEGY

**Strategy development:** Improved business performance/profitability driven by tailored, data driven strategies, co-created with your organisation's leadership

#### LEADERSHIP

**Leadership capacitation:** Leadership development interventions tailored to address specific leadership challenges and gaps

#### VALUE DELIVERY OPTIMISATION

Optimise operations to achieve efficiency and effectiveness in producing the value that your organisation is required to produce

#### HUMAN CAPITAL OPTIMISATION

Derive maximum value from people, while growing them for the future of your organisation

#### CULTURE TRANSFORMATION

Define a winning organisational culture and cascade it to your whole organisation

#### ARCHITECTURE AND ROUTINES

Build an integrated delivery ecosystem that effectively supports your operations

We help organisations deliver tangible results.



Our value proposition is underpinned by the following products:  
**WE HELP ORGANISATIONS DELIVER TANGIBLE RESULTS**

#### STRATEGY

##### STRATEGY DEVELOPMENT

- Strategy facilitation
- Business model optimisation
- Scenario planning
- Market insights
- Business maturity assessment
- Business unit strategy

#### LEADERSHIP

##### LEADERSHIP CAPACITATION

- Top team effectiveness
- Top team alignment
- Systems thinking

### OUR PRODUCTS

#### VALUE DELIVERY OPTIMISATION

- Business process re-engineering (BPR)
- Business process automation (BPA)
- Operations improvement
- Programme management / project command centre

#### CULTURE TRANSFORMATION

- Culture diagnostics
- Culture change programmes
- Culture penetration monitoring

#### ARCHITECTURE AND ROUTINES

- Operating model optimisation
- Data analytics
- Business analysis and programme management
- Support functions BPR and BPA
- Risk management
- Capex productivity
- Budgeting (MSCoA, Zero-based budgeting, etc.)
- Cost containment
- Strategic sourcing

#### HUMAN CAPITAL OPTIMISATION

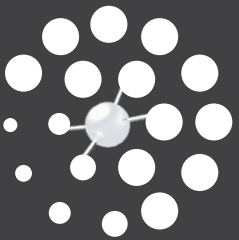
- Organisation redesign
- Skills audit
- Job design
- Job grading
- Incentives structures
- Capability building
- Performance management
- Change management

We help organisations deliver tangible results.





We unlock new economic streams for growth.



**NTIYISO**  
INDUSTRIALISATION  
CONSULTING

We unlock new economic streams for growth.

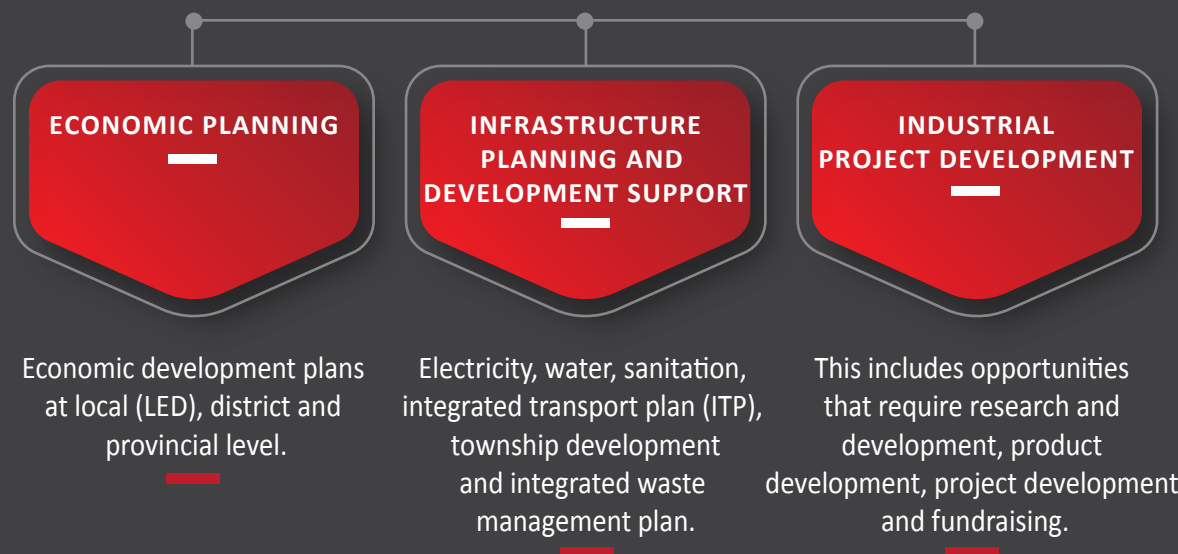




## OUR SERVICE OFFERING

Ntiyiso Industrialisation Consulting's DNA is rooted in the development of catalytic projects to boost economic development and industrialisation whilst creating jobs in the process.

Over the years, we have conceptualised, researched, developed, implemented and raised funds for several farming, manufacturing and energy projects in the Limpopo, Free State and North West provinces.



## OUR PRODUCTS

### ECONOMIC PLANNING

- ✦ Local Economic Development
- ✦ Economic Recovery Plans
- ✦ District Development Plans
- ✦ Technology Brokering

### INFRASTRUCTURE PLANNING AND DEVELOPMENT SUPPORT


- ✦ Water Master Plan
- ✦ Sanitation Master Plan
- ✦ Electricity Master Plan
- ✦ Integrated Waste Management Strategy
- ✦ Town Development Master Plan
- ✦ Integrated Transport Plan (ITP)

### INDUSTRIAL PROJECT DEVELOPMENT


- ✦ Concept Development
- ✦ Project Definition
- ✦ Fund Raising
- ✦ Project Execution
- ✦ Operations and Management Support
- ✦ Financial Modelling
- ✦ Market Research
- ✦ Bankable Business Plans
- ✦ Environmental Impact Analysis
- ✦ Risk Management




PREVIOUS AND CURRENT PROJECTS




Revenue Management - Recovery of revenue and improvement of processes




Revenue enhancement: Master data Management. Creation of a single view of customer. Establish a Real Estate Department. Map costs associated with collection & disposal of waste




Strategy development, business planning and scenario planning.




Revenue enhancement: Analysis income and expenditure pattern and billing. Developed tariff model




Revenue enhancement: Successfully conducted feasibility study on landfill gas reclamation




Conducted tenant audits and tenant satisfaction surveys for Social Regulatory Authority (SHRA)




Feasibility study on the call centre optimisation.




Successfully reviewed disparate call centres that the KZN Department of Transport had for various services




Strategy: facilitated and developed on organisational strategy for Midvaal Water




Successfully conducted a turnaround strategy for Housing Company Tshwane




Financial Recovery Plan Creation; Organisational Diagnostics; Longterm Financial Planning Model




Successfully conducted a turnaround strategy for Ekurhuleni Housing Company




Credit control work force management




Data cleansing




Facilitation and Development of the GPF strategy




Common Support Services



Revenue Enhancement Strategy; Debt Collection; Elimination of Leakages; Revenue Coverage




Tenant Income Audits; Tenant Satisfaction Surveys



Revenue Management and Enhancement Operational Support




Meter reading, credit control & debt management, Indigent management




Revenue enhancement & management strategy


PREVIOUS AND CURRENT PROJECTS




Data cleansing




Debt collection




Industrial project development; Economic development




Provision of debt collection services




Transaction advisory service




Meter Reading and maintenance




Strategy Development; Revenue Management and Customer Education




Debt Collection; Revenue Enhancement; VAT Recovery; Water and energy loss




Funding and implementation




LED strategy renew




Debt collection, Bill presentment & payment solution



Debt Collection; Revenue Enhancement



Debt Collection



Provider to render reintegration programme





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