

PERSONAL DETAILS

Surname : De Wet
 First Names : Ben
 Nationality : South African
 Area of Residence : Gordon's Bay, South Africa
 Languages : English and Afrikaans
 Mobile Number : +27-84-530-2840
 E-mail : ben.dewet@newstrata.co.za



STRONG ELEMENTS

- Strong grounding in strategic thinking strengthened by experience when managing change initiatives of strategic importance.
- Project management and Programme Management experience of more than 15 years including project management best practices, project management methodologies and frameworks, managing project management training curriculum, project management mentoring and coaching, project workshop facilitation and building Macro Project Offices.
- International experience (Middle East and Africa).
- Ability to manage multiple large scale projects and programmes of project concurrently.
- Broad technology exposure.
- Broad multi-discipline exposure – including:
 - Business start-up and initiation.
 - Corporate legislative compliance.
 - Systems implementation and development.
 - Enterprise Resource Package (ERP) implementations.
- Exposure to a variety of industries including Financial Service, Health Care, Mobile Communications, Media, and Education at both the tertiary and secondary levels.

QUALIFICATIONS

QUALIFICATION	INSTITUTION & SUBJECTS	DATE	STATUS
M.Phil. in Decision-making.	Stellenbosch University (South Africa) <ul style="list-style-type: none"> • Decision-making and Policy Formulation. • Knowledge Management and Information Management. • Values Analysis & Trends Analysis. • Critical evaluation and review of legislation. • Ethics, Philosophy, Sociology and Anthropology. • <i>Organisational Design</i> - thesis presented on modelling and design of organisations to strengthen joint learning. 	2005	Complete
B.Sc. Honours.	Free State University (South Africa) <ul style="list-style-type: none"> • Project Management. • Object Oriented Development. • Artificial Intelligence. • Technical Communicating Systems. • Computer Networks. 	1996	Complete
B.Sc.	Free State University (South Africa) <ul style="list-style-type: none"> • Mathematics III. • Computer Science III. • Economics II. • Business Management II. 	1992	Complete

CAREER SUMMARY		
POSITION	COMPANY	DATE
Start-up Owner	NewStrata Business Development	Jan 2012 - Current
Project Manager (contract assignment)	CQS to Shoprite	Oct 2014 – Nov 2014
Programme Manager (contract assignment)	Old Mutual Pty Ltd	Apr 2011 – Dec 2011
Owner	Initiate Own IT Retail Business	Jun 2010 – Sep 2012
Project Manager (full time employment)	Oracle Corporation South Africa Pty Ltd	Oct 2007 – May 2010
Project Manager (contract assignments)	Media24 Pty Ltd	Sep 2006 – Aug 2007
Project Manager (contract assignment)	Ovation Pty Ltd	May 2006 – Sep 2006
Principal Consultant (contract assignment)	Ngubane & Co Incorporated	Jan 2006 - Apr 2006
Support Analyst (contract assignment)	University of Stellenbosch	Nov 2005 - Jan 2006
Project Manager Consultant (contract)	Snap-Tech Pty Ltd	Jun 2005 - Aug 2005
Director: Project Macro Office (contract)	National Information Centre, Ministry of Interior, Saudi Arabia	Jul 2004 - Sep 2004
Senior Project Manager / Project Manager / Project Methodology Consultant / Analyst Systems Architect	Metropolitan Life Pty Ltd	Dec 1997 - Jun 2004
Project Manager / Systems Consultant	Dartford Systems Pty Ltd	May 1994 - Nov 1997
Project Manager / Analyst Developer	CMC/MEDIS Pty Ltd	Apr 1990 - Apr 1994

CAREER HISTORY

Company **NewStrata Business Development**
Period January 2012 – Current
Position Start-up owner
Summary Develop a business modelling, strategy development and organizational design offering based on post graduate research in Decision-making, Values and Knowledge Management.

- Provide a leading and holistic strategy development framework:
 - Customer needs and environment review.
 - Corporate identity baseline.
 - Exploration of strategic decision-making space.
 - Holistic and integrated strategy identification process.
 - Strategic skills and supporting demands identification.
 - Strategic alignment of organisational design.
- Self-help and web-based offering “in the cloud.”

Company **CQS Technology**
Period October 2014 – November 2014
Position Project Manager – SAP BPC Upgrade at Shoprite
Summary

- Onsite client facing Project Manager.
- Coordinate implementation efforts along with Shoprite Project Manager.
- Planning of detailed schedule with costing of delivery.
- Apply and maintain project management best practices across all disciplines.

Company **Old Mutual Pty Ltd**
Period April 2011 – December 2011
Position Programme Manager (contract assignment)
Summary

- Programme Managed to conclusion the *Sunrise* suite of projects responsible for establishing Old Mutual Nigeria in Lagos.
- Oversee projects with project managers:
 - *Human Resources* - design the organogram, select and appoint the new staff complement to match business needs and design.
 - *Corporate Finance and Actuarial* - determine strategic direction, asset management practices and establishing re-insurance agreements.
 - *Accounting* - implement the financial systems and supporting processes and procedures on Microsoft Dynamics platform.
 - *Sales & Distribution* - analyse markets, build strategic distribution relationships and train sales staff.
 - *Marketing* - create local corporate image, select the local strategic marketing partner and hand over the initiated marketing function.
 - *Employee Benefits* - implement systems and processes to support administration of business services.
 - *Training* to present a coordinated induction and incumbent training to the new staff complement upon arrival.
 - *Facilities* responsible for the selection and preparation of premises and facilities in-country for the start-up.
- Facilitate the agenda and content of the monthly joint venture Steering Committee meetings.
- Continuously liaise with the joint venture partner representatives on relevant matters.
- Represent the *Sunrise* programme on Old Mutual Africa Holdings decision-making forums.
- Oversee important onsite milestone events in Lagos and attend joint venture steering committee meetings in Lagos.

Company **Initiate Own Retail Business**
Period June 2010 – September 2012
Position Owner
Summary NewStrata Printers & Consumables was a Cape Town CBD based retail outlet that provided ICT equipment, printers and printing solutions towards small to medium enterprises and to the broader market. Also, implemented and maintain the operational systems including sales, procurement, stock management and financial recording.

Company **Oracle Corporation South Africa Pty Ltd**
Period October 2007 – May 2010
Position Project Manager – Oracle Consulting
Summary

- Manage customer projects on-site to meet contractual expectations and budget following Oracle implementation methodologies and applying technologies:
 - Oracle Enterprise Resource Package E-Business Suite 11 and R12 including Procurement, Sales, Human Resources, Finances, Marketing and project Management.
 - High-availability systems platforms in a variety of layouts.
 - Oracle RAC database installations - up to 11g.
 - Oracle Portal.
 - Oracle Business BI Application also in a Rapid Start Methodology.
- Represented Consulting South Africa on the EMEA (Europe Africa and Middle East) regional Project Management Improvement Programme.
- Represented Oracle Consulting South Africa on the global Oracle Project Management Professional (PMP) Community.
- Methodologies used include:
 - Oracle Unified Method and Oracle Project Management Method.
 - Oracle Application Implementation Methodology (AIM).
 - Oracle Rapid BI Implementation.

Company **Media24 Pty Ltd**
Period October 2006 – August 2007
Position Project Manager and Business Analyst (contract assignment)
Summary

- Developed a group wide Black Economic Empowerment (BEE) Scorecard using Business Intelligent technologies.
- Develop standards for the Extract, Transform and Load (ETL) process between various business systems and the new BEE scorecard system.
- Prototype the scorecard with one of the organisations in the Media24 group of companies.
- Hand over the scorecard to operations for roll-out.

Company **Ovation Global Investments Pty Ltd**
Period May 2006 – September 2006
Position Project Manager (contract assignment)
Summary

- Coordinated the move of Ovation Global Investments Pty (Ltd) after being procured by Fidentia.
- Coordinate the business process improvement forum of Ovation subsequent to the move.
- Managed a number of smaller business related projects within Ovation to stabilise the company after the purchase.
- Coordinate and chair the Ovation Risk Committee.

Company Period Position Summary	<p>Ngubane & Co. Incorporated January 2006 - April 2006 Principal Project Consultant (contract assignment)</p> <ul style="list-style-type: none"> • In a consultant capacity on behalf of Ngubane & Co implemented an Asset Register for the Western Cape Education Department (WCED) to include all furniture and equipment in the Western Cape region tagged with barcodes, scanned and captured into a single Asset Register: <ul style="list-style-type: none"> ○ Represent Ngubane & Co on project steering committee meetings with WCED directorship. ○ Initiate and staff the project. ○ Coordinate the capturing process from identifying assets through tagging, capturing, quality assurance of data to consolidated reporting on assets. • Design a Project Support Office for Ngubane & Co. Western Cape: <ul style="list-style-type: none"> ○ Define a consulting specific project management methodology. ○ Design the office structure. ○ Design processes to support the functions of the new Project Office.
Company Period Position Summary	<p>University of Stellenbosch November 2005 - January 2006 Support Analyst (contract assignment)</p> <ul style="list-style-type: none"> • Identified problem areas in the Web CT implementation for the University of Stellenbosch. • Develop and implement procedures to correct deficiencies. • Appoint operational support and assignment to support staff.
Company Period Position Summary	<p>Snap-Tech Pty Ltd June 2005 - August 2005 Project Manager Consultant</p> <ul style="list-style-type: none"> • Assisted clients in accepting and working with the PRINCE2 project management method. • Develop a project resource placement function.
Company Period Position Summary	<p>National Information Centre – Ministry of Interior: Saudi Arabia July 2004 - September 2004 Director: Project Macro Office (contract assignment)</p> <ul style="list-style-type: none"> • Established the framework for a Project Management Office for the National Intelligence Centre (NIC). • Oversee the definition of a services catalogue of the Project Macro Office (PMO). • Assign resources and supplied a framework and structure for the PMO. • Knowledge transfer to NIC Project stakeholders and Project Office stakeholders. • Set up the infrastructure for disciplined Project Management on projects. • Create the framework for controlling vendor managed projects. • Facilitate project workshops for macro projects.
Company Period Position Summary	<p>Metropolitan Life Pty Ltd July 2002 - Jun 2004 Senior Project Manager (full time)</p> <ul style="list-style-type: none"> • Initiated and managed to completion corporate strategic projects and programmes. • Managed various projects and programmes concurrently. • Mentored and coached up and coming project managers. • Facilitated project related workshops. • Oversee the project management methodology standards as primary custodian.

Projects managed during this period at Metropolitan Life:

- Group wide Financial Advisory and Intermediary Services (FAIS) Act Compliance Project, Oct 2002 to Jun 2004.
- Group wide Financial Intelligence Centre Act (FICA) Compliance Project, Jan 2003 to Sep 2003.
- Integration of Actuarial Valuations processes with the Asset Management systems toward improved accuracy on fund management, Feb 2003 to Jun 2003.
- Metropolitan Life Insurance Division Systems Sub-project for the registration of a separate company in Lesotho, May 2002 to Mar 2003.
- Concluded the Metropolitan Advisory and Retail Services distribution channel program of projects, 2nd half 2003.
- Business Process Improvement project for the Sales and Distribution channels within the Life Insurance Division, Feb 2002 to Dec 2003.
- Establish the Metropolitan Business Intelligence function, Jan 2002 to Feb 2003.

Company

Period

Position

Summary

Metropolitan Life Pty Ltd continued

November 1999 - June 2002

Project Manager

- Managed to conclusion various projects.
- Mentored up and coming project managers.
- Continued to maintain and grow the Metropolitan Group-wide Project Management Methodology.

Projects managed during this period at Metropolitan Life:

- Strategic Revision Programme of 7 projects for the Metropolitan Properties Division, May 2000 to Nov 2000 with projects:
 - Properties and assets management.
 - Human resources practices.
 - Systems and processes.
 - Marketing.
 - Finances.
 - Strategic direction.
 - Management structures.
- Application Development Methods and Tools for Metropolitan Individual Life, Jan 2001 to Dec 2001.
- Metropolitan group wide change of financial year-end from Sep 2000 to Mar 2001.
- Managed the successful implementation of a Wide Area Network for Metropolitan Odyssey, Jan 2000 to Feb 2000.

Company

Period

Position

Summary

Metropolitan Life (Pty) Ltd continued

September 1998 - December 2000

Project Management Methodology Consultant

- Developed, maintained and grew the Metropolitan Group Wide Project Management Methodology.
- Involved in the implementation of the Metropolitan Life Macro Project Support Office.
- Developed and maintained the project management training curriculum.
- Facilitated corporate wide project and program portfolio reporting to executive management.
- Managed the Project Financial Management methodology project for the Project Support Office, Aug 1999 to Nov 1999.

Company Metropolitan Life (Pty) Ltd continued
Period December 1997 - August 1998
Position Analyst Architect
Summary

- Administrated Project Portfolio and prioritisation exercises.
- Co-presenter of the Metropolitan Life in-house course: Introduction to Project Management.
- Review Metropolitan Life potential towards componentised application development.

Company Dartford Systems (Pty) Ltd
Period May 1994 - November 1997
Position Project manager & Systems Consultant
Summary

- Consultant on customer based projects.
- Assisted in managing of sub-project teams.
- Hands-on training of customer developers on development tools.
- Systems analysis, design and development on customer projects.
- Implemented and maintained current software including software interfaces and systems improvements on Laboratory Information Systems and Patient Administration Systems.
- Maintained Laboratory Systems and technical interfaces for SAIMR, Hillbrow Hospital and JG Strydom Hospital.

Company CMC/MEDIS Pty (Ltd)
Period May 1992 - April 1994
Position Project Manager
Summary

- Took over the project management of implementing a 600 end-user Integrated Hospital Management System across the three provincial hospitals in Bloemfontein - Universitas Hospital, National hospital and Pelonomi Hospital.
- Managed and co-ordinated involvement of sub-contractors.
- Liaised between hospital management and company.
- Oversee the service agreements on LANs, WAN and Distributed Systems Hardware.
- 24X7 systems, network and peripheral support.

Company CMC/MEDIS Pty (Ltd) continued
Period April 1990 - April 1992
Position Analyst Programmer
Summary

- Implement in McDonnell Douglas PICK development environment and implement modules:
 - Patient Admission and Management & Maternity Ward Management.
 - Patient Debtors Management.
 - Chemistry Laboratory Management.
 - Virology, Micro-biology, Haematology Laboratory Management.
- 24X7 first line support to the Total Hospital Information System: WAN support, LAN support, Systems and hardware support and Peripheral support.
- Coordinated user testing, user training and handover of software to user owners.

PROJECTS SUMMARY

PROJECTS (PROJECT DESCRIPTION & ROLE)	DURATION	PROJECT MAN MONTHS	NUMBER OF HUMAN RESOURCES	COMPANIES/ DIVISIONS INVOLVED
Shoprite SAP BPC Upgrade by CQS Technologies Project Manager – temporary engagement	Oct '14 to Oct '15 (Cape Town)	120	10	CQS, Shoprite
Old Mutual Sunrise - Programme Manager (creating a footprint for Old Mutual in Nigeria)	Apr '11 to Dec '11 (Cape Town)	300+	85+	Old Mutual Africa Holdings, Old Mutual Nigeria Old Mutual Services, Technology and Administration (OMSTA) Ecobank Transnational Inc. and Ecobank Nigeria
SITA: Oracle ERP - E-Business Suite (EBS) R12.1 implementation at SITA Pty Ltd – Project Manager	Mar '09 to May '10 (Pretoria)	200+	40+ from Oracle and Oracle Partners	State Information Technology Agency Pty Ltd (SITA) Oracle Corporation
Wesbank: Hyperion Budget and Planning Implementation - Engagement Manager	Jan '09 to Apr '10 (Johannesburg)	50	12	WesBank Pty Ltd Toyota Financial Services Oracle Corporation
Media24: Oracle EBS 11i - Project Management Support only	Jun '08 to Feb '09 (Cape Town)	240+	50+	Media24 Pty Ltd Oracle Corporation
Vodacom: High Availability Oracle Application Server and Oracle Portal Solution	Oct '07 to May '09 (Cape Town)	25	9 from Oracle 16 from Vodacom	Vodacom Pty Ltd Oracle Corporation
Media24: Business Intelligent BEE Scorecard	Oct '06 to Aug '07 (Cape Town)	25	15	Media24 group of companies
Ovation: Broker Contract Renewal, Financial Processes and Reconciliation backlog, etc.	Jun '06 to Sep '06 (Cape Town)	N/A	30+	Ovation Global Investments Pty Ltd Fidentia Holdings Pty Ltd Arlenta Transact Pty Ltd
Ovation: Move Ovation Global Investments to the Fidentia premises at Century City Cape Town.	May '06 to Jun '06 (Cape Town)	15	30+	Ovation Global Investments Fidentia Holdings
WECD: Asset Register Implementation at the Western Cape Education Department (WCED)	Jan '06 to Apr '06 (Cape Town)	34	20 from Ngubane & Co. 35+ from WCED part time	Ngubane & Co, WCED Head Office 7 X WCED Regional Offices 25 X WCED Satellite Offices

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PROJECTS (PROJECT DESCRIPTION & ROLE)	DURATION	PROJECT MAN MONTHS	NUMBER OF HUMAN RESOURCES	COMPANIES/ DIVISIONS INVOLVED
Metropolitan Financial Advisory and Intermediary Services (FAIS) Act Compliance – Project Manager	Oct '02 to Jun '04	85	50+	Group Finance & Human Resources, Individual Life, Employee Benefits, Metropolitan Odyssey, Broker Support Services, Direct Writers Distribution Channel, Unit Trust & Asset Management
Business Process Improvement Business Case for the sales and distribution channels - Metropolitan Life Insurance division – Project Manager	Feb '02 to Dec '03	12	11	Individual Life, Group Life Employee Benefits, Unit Trusts
Preparing the Metropolitan Life division for the registration of a separate company in Lesotho – Project Manager of Systems Sub-project	May '02 to Mar '03	30	35	Individual Life & Group Life, Group and Technology Services (G&TS)
Metropolitan Financial Intelligence Centre Act (FICA) Compliance Project – Project Manager	Jan '03 to Sep '03	30	30+	Group Finance, HR, Individual Life, Employee Benefits, Metropolitan Odyssey, Unit Trust & Asset Management
The integration of Actuarial Valuations processes with the Asset Management – Project Manager	Mar '03 to Jun '03	15	10	Asset Management, Group Finance & HR Service, Corporate Actuarial, Asset Management, Employee Benefits
Build a Business Intelligence Function for the Metropolitan Group – Project Manager	Jan '02 to Feb '03	28	7	Group & Technology Service, IBIS Business Information Services
Metropolitan Life Application: Development Methods and Tools – Project Manager	Jan '01 to Dec '01	60	20	Group and Technology Support Services, Individual Life Division
Build a Wide Area Network for Metropolitan Odyssey – Project Manager	Jan '00 to Mar '00	16	7	Metropolitan Odyssey, Group and Technology Services
Total Hospital Information System for Freestate provincial hospitals - Project Manager for part of the project lifecycle	1992 to 1995 (Bloemfontein)	250+	20+	3 companies within the Siltek Group & 3 provincial hospitals (Universitas, Pelonomi & National Hospitals)