

Contact Information

Mobile : +2783 286 6208
Alternative mobile : +2768 016 2691
E-mail : glen@titinini.com
Web address : www.titinini.com

Summary

Name : Glen Mahatlani
Date of Birth : 30 November 1975
Nationality : South African
Language : English

Education : Bachelor of Accounting Science - Honours
Bachelor of Commerce in Accounting

Current Occupation : Founder and Director of Titinini (Pty) Ltd, Reg 2019/557962/07

Executive summary

I bring over 20 years' experience mainly from Financial Services organizations. I have the requisite executive / senior management experience having spent the last 10 years crafting and executing strategy at senior levels in the private sector.

In the year 2019 I have founded and registered a company, **Titinini (Pty) Ltd** with the purpose to provide Management Consulting Services to private and public sector clients as well as Payments Technology and related services. Titinini also provides real estate consultation and sales services to residential and commercial clients. The business has ambitions to make a mark in business transformation and value creation using the skills and experience gained in the past 20 years by its executive.

Prior to my venture in Titinini (Pty) Ltd, I was with **TymeBank** where I headed up Card Issuing and Strategy. I headed a team of technical (Business Analysts, Banking Technology and Test Analysts) and business (Product Managers and Specialists) people in developing a Card Issuing solution from scratch, procuring appropriate card processing platform, testing the solution and bringing it to a production environment. I was also responsible for the strategic positioning of the bank products as well as the lifecycle management of the products. I represented TymeBank at the Card PCH meetings organized by the Payments Association of South Africa (PASA). I was instrumental in the PCI DSS implementations using the Prioritized Approach, ensuring that the relevant milestones were achieved prior to launching the bank.

Prior to TymeBank I worked at **MasterCard** as the go-to-person on payment acceptance and market development initiatives for all South African banks. In my tenure at MasterCard I assisted the banks and payment facilitators in deployment and rollout of new solutions such as Contactless (in retail and transit), Mobile Point of Sale, E-commerce (and related gateway services) and traditional Point-of-Sale. I was also responsible for managing relationships with key merchants (including the large retailers in South Africa), payment integrators and other business partners. I represented MasterCard at various payment industry forums.

Prior to joining MasterCard, I spent 11 years at the **Standard Bank Group**, where I occupied a number of roles. I joined Standard Bank in 2001 as Finance Manager for the Personal and Business Banking Finance divisions. My initial responsibility looking after direct channels (ATM, Internet Banking, Online Banking and Branch Network) from a financial management perspective. I looked after Financial Reporting and MIS for in the Retail Banking Division. I then moved to be the Head of the Credit Card Products, Card Product Development, Commercial Card Division and the Card Acquiring Product portfolio.

I spent the first two years of my post articles financial services career at **JP Morgan Chase** as an Accountant Professional in the Core Financial Department in Johannesburg.

I did 3 years articles with **PricewaterhouseCoopers (PwC)** – Training in Public Practice with focus of Auditing and Accounting for financial services clients.

I hold a Honours Bachelor of Accounting Science post graduate degree and an undergraduate Bachelor of Commerce (Accounting).

Detailed Profile - chronological

I started my work career doing articles / in-service training (Accounting & Auditing in Public Practice articles) at PricewaterhouseCoopers. I was in the Financial Services cluster with main clients in Banking and Insurance. I completed the requisite 3 years training.

I then joined JP Morgan Chase as a Professional in the Core Accounting Department. It was at JP Morgan that my knowledge and practical experience in finance was greatly enhanced. My key responsibilities included Financial Reporting, Statutory Reporting, Project Accounting work, and compliance with Accounting Policies.

About 2 years later (in 2001) I joined Standard Bank in a position of Finance Manager. I spent the first 3 years at Standard Bank in the Finance Department of the Retail Banking arm of the bank. My function included, Business Unit financial reporting, budgeting, financial control, Management Information Systems and project finance at a managerial level. I worked closely with external and internal auditors as part of my financial control function. I provided valuable input to Group Tax Department in performance of the tax reporting with the South African Revenue Services. I was responsible for financial management function for the Direct Distribution (Channel) areas, including ATMs, Internet Banking, Online Banking, Mobile Banking and Branch Network.

I then moved into the Card Payments and Transactions space in a Consumer Cards portfolio management position. After optimizing the existing portfolio, I moved into a banking product role with the mandate of identifying gaps in the bank's Consumer Card proposition and designing new products to bridge the gap. I developed an entry level card product for customers opening new accounts with a bank. I went on to head up the Achiever Credit cards portfolio where I had the complete P&L responsibility of a 700,000 consumer credit cards business and I was also responsible for product and portfolio management. I made significant progress within Standard Bank in a variety of roles.

In my next role, I was appointed as the Head of Commercial Cards division of a bank which was the only loss-making Card Issuing business of the bank. I conducted a gap analysis exercise and then went onto introduce new products and making product modifications. I launched the Small Business Revolve card as part of the key initiatives I undertook. I also worked closely with the SME and Corporate Banking business segments of the group to improve penetration as well increased client engagement by having the top 200 clients managed by Account Managers. The Commercial Card business turned profitable within the span of 18 months subsequent to which, I was appointed as the Head of Acquiring Product.

As Head of Acquiring Product, I was responsible for card acquiring business across SME, Mid Corporate and Corporate clients. I developed strategies for specific offering for each of the segments – Small Enterprises, Medium Enterprises and Corporate, provided the sales team with pricing framework and enhanced customer engagement with large corporate accounts. With the initiatives I have taken, the 2012 year to November turnover (when I left) was up by 35% from 2011. I was also instrumental in the process of implementing new technology-based initiatives like authenticated mobile payments, mobile acquiring, etc.

After a period of 11 years with Standard Bank, I moved to further my career with MasterCard as Vice President of Acceptance Development after I was head hunted by that organisation. At MasterCard, I was responsible for growing the acquiring market in South Africa. My job function entailed growing core card acceptance points (POS and ATM), growing digital commerce and innovation (ecommerce, contactless card, mobile Point of Sale, mobile payments etc.) and working with non-traditional players (retailers, payment facilitators, integrators etc.,). I established excellent relationships with local and regional acquiring banks, integrators and merchants, effectively positioning myself as a go to person for payment acceptance, e-commerce and industry issues.

After almost two years at MasterCard I was appointed to head up Card Issuance at TymeBank. My role at TYME involves strategy, creating product propositions and full P&L accountability for the bank's debit and credit card portfolios. I worked closely with Customer Segment heads, Operations and Technology delivery partners to develop overall customer propositions and strategies, implement the strategies and interact with players in the payments industry in South Africa. I was part of the Payments Leadership Team. I lead a team of banking technology, testing and product resources. I facilitated the PCI DSS compliance of the bank, working closely with the external resources and Visa Inc. to ensure the bank was PCI compliant prior to the launch using the prioritized approach.

At Payments Industry Level, I played a variety of roles at senior levels including representing TymeBank and Standard Bank at the Card Payment Clearing House (PCH) and representing MasterCard as a Systems Operator with the Payments Association of South Africa. I have been instrumental in securing the Debit Card PCH provisional membership within the Payments Team

In 2019 I founded Titinini Pty Ltd, a management consulting business with interest in financial services, business development and real estate.

Detailed work history

Current

Function

: Founder and Director, Titinini (Pty) Ltd

Duties

- Overall accountability for the business.
- Casting vision
- Developing stakeholder value proposition
- Business strategy
- People leadership and development
- Drive sustainable growth and profitability

Previous

Reporting to

: Head, Transactions and Payments

Function

: **Head, Issuing and Strategy**

TymeBank Ltd, Johannesburg, South Africa August 2015 to 30 November 2018

Duties

- Key responsibility is to develop and maintain an issuing strategy.
- Execute on issuing strategy by issuing debit and credit cards to the market – SME and consumer.
- Drive growth of profitable cardholder base. Promote activation and usage of cards. Retain customers and maximize overall profitability.
- Product management – be the custodian of Issuing products (including debit and credit), related fraud management, lending and partnerships / co-brands.
- Introduce innovative solutions that will make optimal use of technology and digital channels as points of customer interaction.
- Develop strategic partnership with Segment and pricing structures that will give customers best value for money.
- Prepare and secure approval for annual budget and plans to achieve it. Operate within the budget guidelines. Measure actual performance against target, take steps to correct negative variances and optimize good performance.
- Work with internal business partners (Segment, Operations, IT, Marketing, Finance, HR etc.) and external partners (Retailers, Vendors and regulators) to offer excellent and consistent customer experience.
- Maintain updated knowledge of rules, regulations and standards in the payment industry.
- To be a strong force in the SA card payment landscape with influence on payment industry bodies, schemes, vendors and the like with the aim to adopt efficient, cost effective technology for the benefit of the National Payment System and the market in general.

Reporting to Function : Group Head, Market Development (Middle East and Africa)
: **Vice President, Acceptance Development**

MasterCard Southern Africa (Pty) Ltd, Johannesburg, South Africa Nov 2012 to July 2015

Duties

- Develop and implement card acceptance value proposition
- Growing core acceptance - working with traditional acquiring banks to increasing the number of POS terminals in the market and improving visibility of MasterCard acceptance.
- Growing digital commerce - grow e-commerce acceptance. Promoting mobile POS, AMT, Contactless, MasterPass and general adoption of mobile payments.
- Non-traditional play, promoting cross sell at point of interaction. Work with retailers and other industry players in the battle against cash and its ill effects.
- Represents MasterCard at the payment industry forums on payment issues and technological advancements impacting the industry.
- Market development and financial transformation.
- Small merchant development, partnering with key industry players to develop and implement low cost acceptance solutions.
- MasterCard representative in payment industry discussions.
- Training of Banking Sector representatives on Card Acquiring

Standard Bank of South Africa Limited, Johannesburg, South Africa Nov 2000 till Oct 2012

Reporting to Direct Reports Function : Head of Acquiring (Card and cash)
: A team of 5
: **Head, Acquiring Product - Card - Acquiring, Business Banking offerings**

Duration : **Jul 2011 to October 2012**

Duties

- Design customer value propositions for all business and corporate market segments
- Full accountability for income statement and balance sheet
- People management
- Sale of complex merchant solutions (integrated host to host systems)
- Risk management and cost containment
- Key stakeholder and business partners engagement and relationship building
- External and internal client engagements
- Pricing strategy and implementation for card acquiring solution
- Research and development
- Business support - manage a team of information technology specialists that does EMV certification
- Payment industry engagement
- POS devise strategy

Head, Commercial Cards - Card division (Issuing) Dec 2009 till Jun 2011
(Senior Manager Role)

Duties

Running of the business unit

- Full accountability for income statement and balance sheet
- People management – staff complement of 12 including 5 managerial direct reports
- Customer service
- Risk management and cost containment
- Improvement of effectiveness and efficiency
- Key stakeholder and business partners engagement and relationship building
- External and internal client engagements
- Pricing strategy and implementation for card division

Head, Achiever Credit Cards and Card Pricing Nov 2007 till Nov 2009
(Senior Manager Role)

Duties

Achiever portfolio

- Portfolio ownership (Blue credit cards, Garage cards and MasterCard Unembossed cards)
- Accountability for income statement and balance sheet

Pricing

- Pricing for standard bank card division – a consumer and commercial card book of over R15 billion in advances
- Determine card pricing strategy
- Execute pricing strategy

Business performance

- Levy pricing that will maximise revenue for the bank
- Champion the customer
- Revenue generation activities and retention

Product development

- Identify gaps within the business and in the industry
- Develop products to fill the gap
- Innovate and bring products to market

Product maintenance

- Define product migration strategy
- Ensure continuity – card functionality must be as per specification and contract with customer
- Manage change

Business integration

- Promote integration with the rest of the bank
- Build and grow business network
- Promote customer centricity

People development

- Build and motivate a team

- Promote knowledge sharing
- Recognise and reward great behavior

Head, Product Development (Card Issuing) Apr 2007 till Oct 2007

Duties

- New product development
- Product maintenance
- Product alignment and integration
- Card pricing
- Keep abreast of product technology and industry developments
- To ensure that product features, benefits and pricing is in compliance with the national credit act.
- Develop and enhancement of customer value proposition (CVP)

Manager, Product (Card Issuing) Apr 2006 till Mar 2007

Duties

- Management of a portfolio of products – Gold cards
- Product maintenance
- Product innovation and enhancements
- Account life cycle management
- Revenue generation activities and retention
- Champion the customer while
- Optimising product profitability
- Designing and implementing marketing activities and strategies for the portfolio
- Design customer touch matrix, plan and implement tactics to achieve desired objectives
- Work closely with central marketing to enhance communication with customers.

Manager, Existing Customer Management (Card Issuing) Feb 2005 till Mar 2006

Duties

Sales

- Strategise cross-sell of value added products to the card base
- Drive secondary and garage card sales process through card outbound call centre
- Liaise with direct marketing, MIS, credit, new business departments and the call centre to ensure a smooth sales process
- Support the outbound call centre to achieve targets

Credit card limits

- Strategic input on credit card limits
- Work with card credit to determine and implement limit strategies
- Liaising with outbound call centers in implementing credit limit strategies
- Grow customer credit limits and balances

Upgrades

- Adopting a test and learn approach to credit card upgrades
- Running upgrade campaigns via non-traditional channels

- Adopting a test and learn on approach on communication and sales channel.

Account Activation

- Designing and implementing a strategy on account activation
- Tracking impact of card optimisation activities

Closure and rescue of accounts

- Enhance activities of account rescue unit
- Implement new ways of saving closures
- Drive the new retention strategies

Value added services

- Sell value added services to card customers
- Increase penetration of value added services in the SBSA card base
- Initiate discussions with various stakeholders to develop new products and services

Budgets

- Drive the budget process for ECM.
- Give product strategy and key input to finance department that informs budgeting process (business being the key driver of the numbers)

General portfolio and financial analysis

- Analyse card database to understand behavior of card customers
- Design strategies to take advantage of findings obtained from the analysis
- Analyse card revenue streams and cost drivers
- Identify any revenue leakages
- Understand key business drivers, identify and implement tactics to drive the business
- Adopt a test and learn approach to new innovative ideas – be sensible, don't do business at all cost.

Achievements

- Quarter 2 winner for 2009 true blue awards (Recognition for leadership)
- Annual award winner for 2008 true blue awards (Recognition for leadership)
- Annual award winner for 2007 true blue awards (Recognition for significant contribution to the bank)
- Identified and corrected revenue leakage that saved the bank an amount of R28mper annum
- Selected for the 2006 Standard Bank Challenge Program – senior managerial (leadership) training program with local and international field trips. My team took the top spot ahead of 8 other teams on the important research topic on operational efficiency. The program was offered by the Gordon Institute of Business Science.

**Manager, Finance (Self Service Banking) Nov 2001 till Jan 2005
(Retail Financial Services)**

Duties

Tasks

- Monthly management reporting
- Expense analysis
- Problem identification and resolutions
- Financial control
- Maintain co-operative working relationships with business unit heads
- Business unit input to Group Tax reporting
- VAT review and sign off
- Support external and internal audit requirement
- Compliance with accounting policies
- MIS

Planning

- Preparation of annual budgets
- Preparation of revised estimates
- Rolling forecast
- Planning areas included:
 - Staff costs and headcount
 - Operating expenses
 - Transfer expenses
 - Taxes (direct and indirect)
 - Capital expenditure
 - Balance sheet and funding
 - Income and Sales

Business cases and other

- Financial modeling (including cost/ benefit analysis, net present value computation, project costing etc.)
- Compliance officer for retail finance department (job entails rolling out to Retail Finance department of all relevant legislation and regulations including: FAIS, FICA, Code of banking practice, OHSACT, consumer credit bill, etc. and compliance with group policies and procedures)

Social responsibility

- Member of transformation forum (representing Retail Finance Department)
- Health and safety representative (in compliance with occupational health and safety legislation)

JP Morgan Chase, South Africa Feb 2000 till Nov 2001
Accountant - Core Financial

Duties

- Monthly VAT calculation, submission of returns and payment
- Inter-group expense analysis and reporting
- Maintenance of fixed assets registrar
- Inter-group billing
- Allocation of internal accounts
- Assisting in preparation of financial statements and income tax returns
- Calculation and payment of regional services council levies
- Project accounting work, including tax and vat
- International settlement (within JPMorgan chase group)

PricewaterhouseCoopers, South Africa Feb 1997 till Jan 2000

Trainee Accountant - Financial Services

Leadership roles/activities

- General Secretary of trainee accountants
- Forum - Johannesburg social officer of PWC trainee accountants forum

Reason for leaving: training completed

Special Assignments

- Special assignment for the office of serious economic offences (Forensic audit)
- Assisting in verifying data for the independent electoral commission.
- Three (3) weeks secondment to the Zimbabwean head office of PricewaterhouseCoopers in Harare.

Roles and responsibilities

Full audit function, including

- Planning and engagement management, review of internal control
- Assets and liabilities (full audit of the following areas, among others)
- Equity and reserves
- Profit and loss
- Preparation of financial statements and consolidations
- Audit completion
- Preparation of report to management
- Organizing debriefing meeting
- Prepare cost schedules and billing
- Client meetings
- Record client's meetings
- Record internal meetings

Software used

- SAP R3
- SAP business warehouse (SAP BW)
- SAP business planning and simulation (SAP BPS)
- SAP HR
- SAP enterprise buyer professional
- SAP ESS and mss
- Full Microsoft office suite (excel, word, power point, access)
- Lotus 1-2-3, lotus notes
- Team asset
- Internet explorer and Netscape navigator
- Business objects
- CATS (corporate access terminal system) - payment system
- IBIS (internal billing information system)
- JV upload
- Genie
- Microsoft projects
- Express (creditors' payment system)
- Cognos Impromptu (MIS system)
- Smart Vista Product Suite
- MasterCard Connect
- Visa Online

Education

Completed studies

Post Graduate studies completed

Bachelor of Accounting Science - Honours
University of South Africa, 2006

Courses passed

Applied financial accounting (toe 407-v)
Applied management accounting (toe 408-w)
Applied auditing (toe 412-s)
Applied taxation (toe 409-x)
CTA integration (toe CTA-e)

Under Graduate studies completed

Bachelor of Commerce
University of Limpopo, South Africa, 1996
Major courses - Accounting and Business Management

High School completed

Senior Certificate (matriculated)
Kheto Nxumalo Agricultural High School, 1993

Social Responsibility

I am a co-founder and trustee of Vuka Africa Foundation Trust, a registered public benefit organisation in South Africa with the mission to support education initiatives that develop and empower economically disadvantaged students in South Africa and ultimately in Africa (REG: 087 - 083 - NPO).

Relevant work-related training

Expert Level Training Programme offered by the International Academy of Cards and Payments offered by the Lafferty Group in 2012. This was offered on behalf of PASA before their inhouse Foundation of Payments programme was rolled out.

MasterCard Business Model Canvass

Advanced business modelling training program offered and completed in Q1 of 2014.

Leadership Development

Offered by the Commonwealth Bank of Australia

Leading Self - Leadership Development course for leading oneself

Leading Others - Leadership Development course for leading Others

Leading Change - Leadership Development course for leading self and others through change

Offered by The Standard Bank Group

Standard Bank Global Leadership Development - various Leadership Development courses for senior managers.

Offered by Visa Business School

Product, Operations, Settlements courses

Visa Online

New Bank client training covering full spectrum of Visa products and services.

Offered by MasterCard

Product training

Systems training

Other work tools

Fully proficient in Microsoft Office suite, including Expert level in MS Excel, PowerPoint, Word and Project.