



2019

**USB
Alumni
Association
Exco AGM**

1 January - 31 December 2019 report presented at the USB Alumni Association Exco on 10 March 2020

Contents

- 03** Executive overview | Vision, mission, strategic themes | Governance | USB Advisory Board
- 04** USB Alumni Association | USB Alumni Association Exco | USB Alumni Office
- 05** Pillars of the USB alumni strategy | Objectives for 2019 | Value proposition
- 06** Stakeholder engagement
- 07** Alumni in numbers
- 08** Implementation 2019
- 09** Key areas impacting on USB's approach to alumni and stakeholder engagement for 2019
- 10** **CONNECT** - Connect with stakeholders to optimise engagement
- 13** **ENGAGE** - Develop, grow mutually beneficial relationships with strategically placed alumni
- 14** **GROW** - Lifelong relationship: Grow lifelong relationship
- 16** **STRENGTHEN** - Strengthen USB Alumni Association engagement and chapter growth
- 22** Financials
- 23** Strategies and objectives for 2020
- 24** Going forward 2020–2021

Executive overview

The annual report reviews the USB Alumni Association (USB AA) and the implementation of the strategic themes with the use of its stream of income and resources for the period 1 January to 31 December 2019. During 2019, the USB Alumni Association once again worked towards realising its vision, mission and strategic objectives. The USB Alumni Strategy 2018–2021 and the 2019 implementation plan formed the framework of the year's implementation.

This second year of implementation coincided with the development of the USB Strategy 2019–2021. The Alumni strategy is aligned to this Strategy and falls within the framework of the Marketing Strategy 2017–2019. The Constitution of the USB Alumni Association of September 2015 determines the requirements for membership of the Alumni Association and provides the following strategic framework:

Vision, mission, and strategic themes

Vision: To be the most desirable Alumni Association in Africa

Mission: To build the brand of USB and USB Alumni

To promote the interests of the University of Stellenbosch Business School (USB)

To keep alumni in touch with one another and with USB

To create networking opportunities for alumni of USB

To help USB and USB-ED build and articulate a legacy

Lead Goal for 2019:

To grow and sustain mutually beneficial partnerships with alumni and stakeholders in the interest of the USB through better and broader access to networking, lifelong engagement and access to management and business knowledge

Governance

The governance structure of the Alumni Association consists of the USB Alumni Association executive as well as chapter committees for each province in South Africa and other African countries, the UAE, UK and Europe. The Association also has representation on the USB Advisory Board.

USB Advisory Board

The Alumni Association President (Prof Prieur du Plessis) and the Chairperson (Ms Elyssa Spreeth) represented the association and alumni on the USB Advisory Board. Chairperson Isa Omagu resigned after two terms. The Alumni Association thanks him for his inspiring engagement with USB Alumni and wishes him well in his future endeavours.



Prof Prieur du Plessis



Ms Elyssa Spreeth

USB Alumni Association

USB AA Exco held its annual meeting on 18 March 2019 in the Brewery at USB. The Exco provides for two prominent alumni to serve. There was one vacancy and Dr Shaun Vorster (UAE) accepted the nomination as prominent alumnus on the USB Alumni Association Executive Committee with effect from 1 January 2020. The USB Alumni Association consists of 23 Exco members.

USB Alumni Association Exco

Alumni Association		
President		Prof Prieur du Plessis
Chairman		Mrs Elyssa Spreeth
Prominent Alumnus		Pieter Uys
Prominent Alumnus		Dr Shaun Vorster
Alumni Association Chapters	Chairperson	Status
Western Cape	Mark Phillips	MPhil Futures Studies
Eastern Cape	Simon Meyer	EDP
Gauteng & Limpopo	Virna Alexander	MBA
Mpumalanga	Elyssa Spreeth	MBA
KwaZulu-Natal (KZN)	Dr Xolani Nocanda	MBA, PhD
Eswatini	Ernest Mkhonta	MBA
Botswana	Matlhogonolo Sebate	MPhil Development Finance
Namibia	Jakkie Coetzee	MBA
East Africa: Kenya	Emma Rono	MPhil Development Finance
West Africa: Nigeria	Shayo Imologome	MBA
Ghana	Dr Geraldine Abaidoo	SMDP, PhD
United Arab Emirates (UAE)	Anneke Heckroodt	MBA
United Kingdom & Ireland	Dr Mehran Zarrebini	MBA, PhD
Europe	Bettina Schneider	MBA
Ex Officio		
Prof Piet Naudé	USB: Director: USB	
Dr Chris van der Hoven	USB-ED: CEO	
Laura Kirsten	USB-ED: on behalf of the Head of Marketing	
Owen Mbundu	USB: Head: Marketing	
Christélle Cronjé	USB: Manager: Alumni and Stakeholder Relations	
Total Alumni Association		23

USB Alumni Office

During 2019 the USB Alumni office, situated in the Marketing Department, consisted of three full-time staff members. Charné Cooper was appointed as Data and Digital Administrator with effect from 1 September 2019.



PILLARS OF THE USB ALUMNI STRATEGY

Connect – Engage – Grow – Strengthen

2019 OVERALL STRATEGIC OBJECTIVE
External Relations supported by Digital

To grow and sustain mutually beneficial relations with alumni and stakeholders in the interest of the University of Stellenbosch Business School - through better and broader access to networking, lifelong engagement and access to management and business knowledge



University of Stellenbosch Business School (USB)
Alumni and Stakeholder Strategy
2018 – 2021

USB 40th Anniversary 1978-2018 | USB 100

Objectives for 2019

Objective A: Connect with stakeholders to optimise engagement

- Update alumni data to improve contactable alumni
- Manage establishment and launch of *Graduway* digital platform
- Optimise alumni participation in collaboration to build the public face and increase accessibility to USB
- Increase visibility and participation through integrated communication information about USB & USB AA

Objective B: Develop, grow mutually beneficial relationships with strategically placed alumni in business and society

- Establish a digital platform for alumni engagement and increase stakeholder engagement
- Nurture relationships with key stakeholder segments to respond to USB institutional needs

Objective C: Lifelong relationship: Grow lifelong relationship through activities responsive to changing needs of alumni

- Engage students as stakeholders to establish a lifelong relationship
- Impactful Alumni programme: Identify scope of programmes and projects offered and gaps
- Source alumni impact stories about industry and society impact achievements

Objective D: Strengthen the USB Alumni Association engagement and chapter growth

- USB AA and strengthening the chapters
- Increase regional and international chapter network engagement through geo-specific activities
- Identify and engage with alumni and corporate stakeholders in chapters and beyond

Value proposition

The value proposition below depicts the value alumni and the USB derive from the partnership. The knowledge vested in alumni within the industries, employer networks, governments and organisations all adds to building USB as a preferred knowledge partner globally.

Benefits gained from investing in USB and the value USB gains from its alumni

<i>Value for USB (ROI - return on investment)</i>	<i>Value for USB alumni (ROI - return on investment)</i>
<ul style="list-style-type: none"> • Alumni testimonials and recruitment of students • Enhanced reputation • Lifelong access to a global leaders network with access to industry expertise, research • Stakeholder collaboration and projects • Ability to set up sponsorship and other investment opportunities 	<ul style="list-style-type: none"> • A sense of belonging to an esteemed association and University • Access to a powerful network spanning 53 years with global connectivity and partnerships • Continuous lifelong learning opportunities • Recognition and awards – Alumnus of the Year • Access to benefits, research, case studies, discounts • Media visibility • Access to career opportunities and Careers Leadership office

The internal and external stakeholders of the USB AA were consulted during the reporting period:

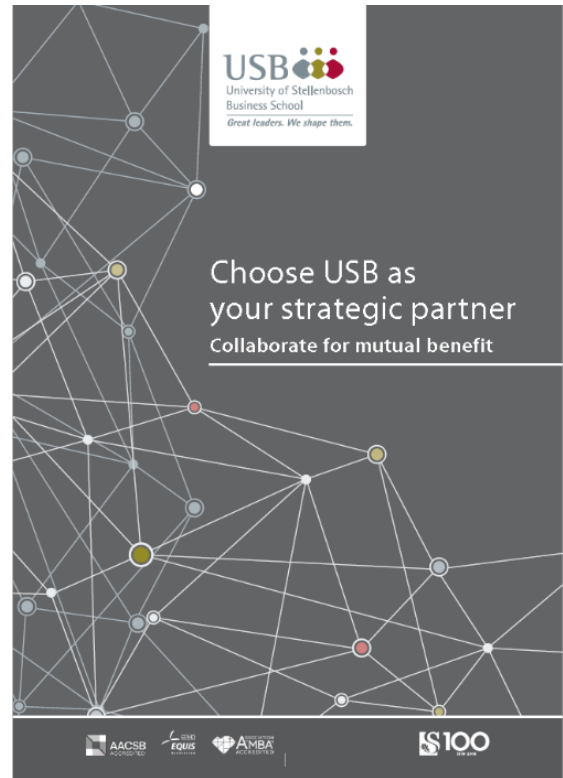
Internal stakeholders	External stakeholders
<ul style="list-style-type: none"> • USB, USB-ED, SU and Institute for Futures Research (IFR) • USB faculty and staff • Marketing: Communications, Business Development, Corporate • Alumni office, Careers office, International office • Small Business Academy (SBA), Research Centres 	<ul style="list-style-type: none"> • Alumni, students • Corporate and industry representatives • Organisations in the USB ecosystem: Business Associations and Not-for-Profit Organisations • Institutional: government and organisations • Local and global business schools

Key internal collaborations included industry visits for MBA and international students, chapter events and in the SADC region in association with USB-ED, corporate engagement for international incoming groups, alumni joining the International Study Modules, networking and knowledge-sharing, and SU Homecoming with Stellenbosch University alumni.

USB-ED and Futures alumni are represented on most committees in the chapters, and IFR offers alumni an exclusive discount on its services. All internal stakeholders are regularly featured in the alumni newsletter.

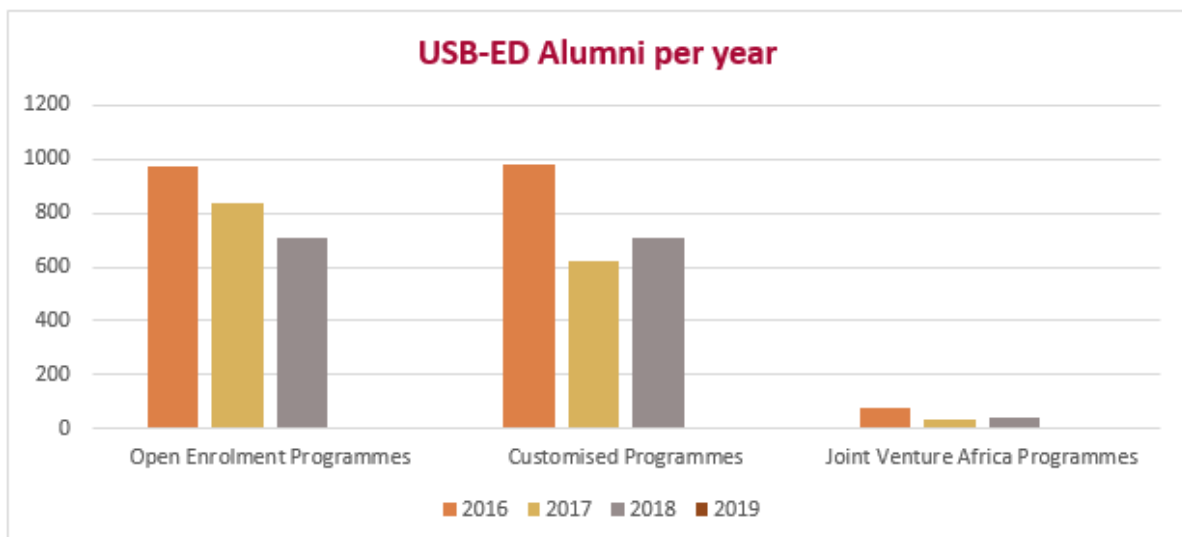
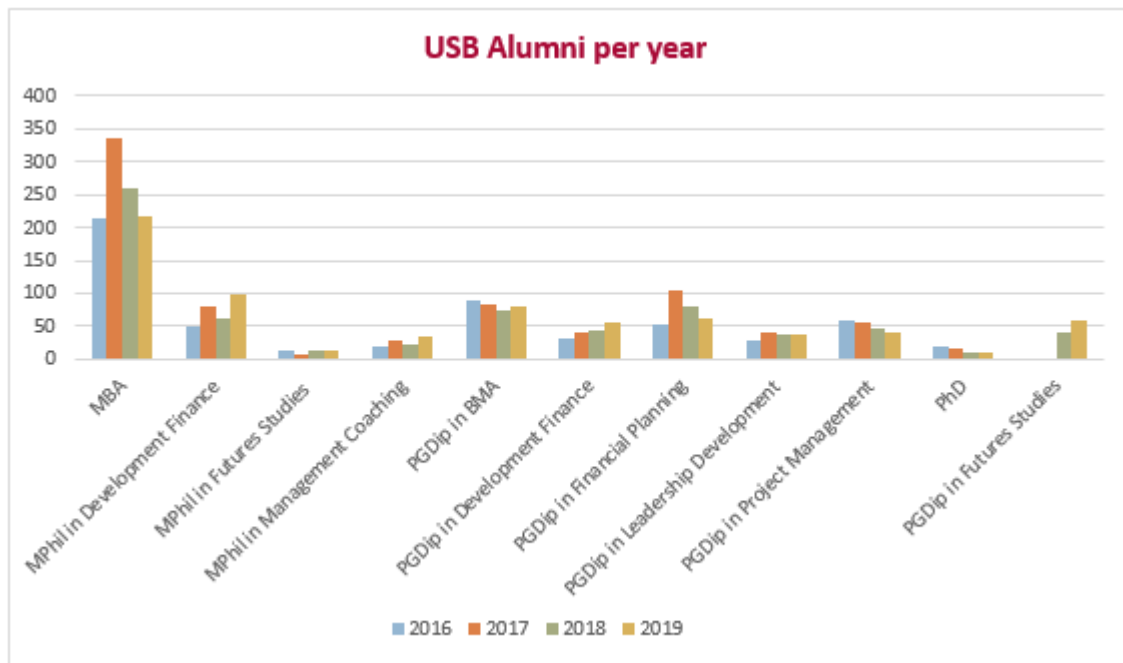
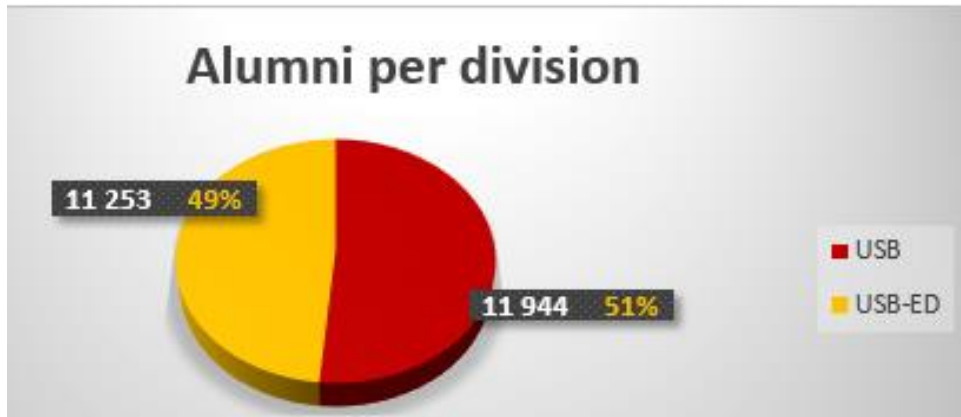
A corporate brochure was developed in 2019, depicting all the departments and centres in the USB. This is a key communication mechanism when engaging with corporates on the offering of the USB.

The Alumni office prepared input on two chapters on the work completed and focus areas of the past five years, for the EQUIS accreditation peer review in 2019.



Alumni in numbers

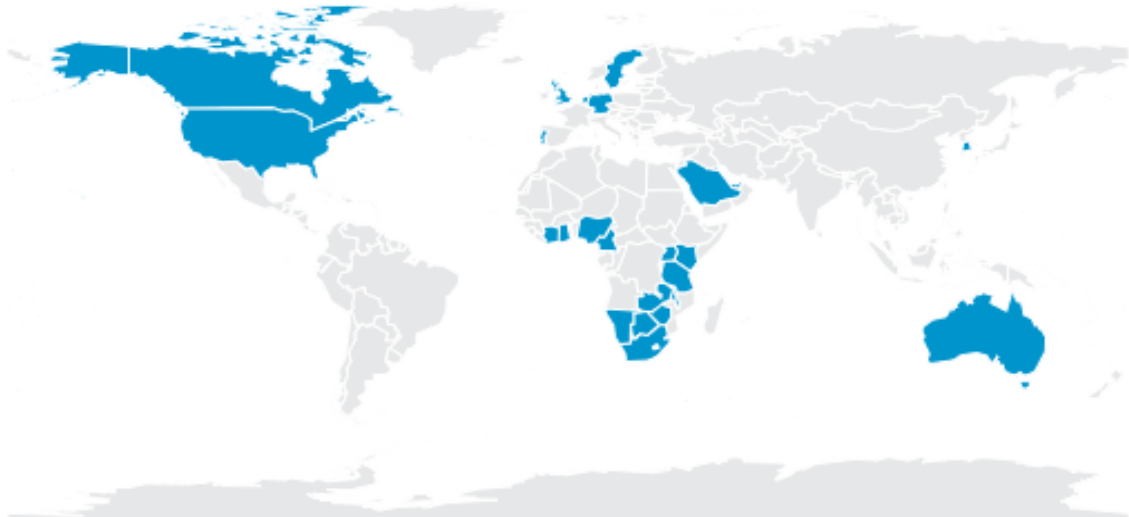
Alumni numbers per division comprise 51% USB and 49% USB-ED. This includes all USB formal programmes and the comprehensive courses from USB-ED, including the ADP. Out of a possible 30 000 in the global network, the contactable alumni comprised 18 734 in June 2019, but after the internal CRM migration this number decreased significantly. The tables below depict the growth in USB and USB-ED alumni in total for the years 2016-2019. The increase in MPhil Development Finance, PGDip Futures Studies, and the steady increase of PGDip Development Finance is noticeable.



Global Network

18,734 Network size

■ 0 - 5,000
 ■ 5,000 - 10,000
 ■ 10,000 - 15,000
 ■ 15,000 - 20,000



Implementation 2019

Alumni relations and corporate engagement form key components of the overall stakeholder engagement portfolio. When interpreting the USB strategy from an alumni and stakeholder perspective, it is evident that USB's strategic imperatives – which include connecting with practice, identifying research opportunities, growing USB's resources for research centres, and leveraging alumni as key stakeholders – should translate into key objectives in the alumni and stakeholder strategy.

The priorities for the implementation plan 2019 focused on nurturing collaboration with internal and external stakeholders, growing the network of alumni, creating continuous learning opportunities for alumni and an environment for collaboration,

knowledge-sharing and building mutually beneficial partnerships. Corporates and students were invited to join events to strengthen the impact of networking, and to expose new students to the alumni network. Alumni contributed to the USB recruitment initiatives by engaging with prospective students. The focus remained on chapters in South Africa, SADC, East and West Africa, and UAE.

The aim is to strategically position alumni and stakeholder engagement at USB in order to:

- Create an awareness of and increase understanding of the stakeholder environment within USB
- Create an environment conducive to collaboration and knowledge-sharing between USB and stakeholders
- Build long-term partnerships between USB and its stakeholders (including alumni) that hold benefits for all those involved.

USB AND USB-ED NEW ALUMNI	
USB alumni per programme: 2019	711
Masters Business Administration	218
MPhil Development Finance	97
MPhil Futures Studies	14
MPhil Management Coaching	36
PGDip Business Management & Administration	81
PGDip Development Finance	55
PGDip Financial Planning	62
PGDip Leadership Development	39
PGDip Project Management	42
PGDip Futures Studies	58
PhD (Business Management and Administration)	4
PhD (Development Finance)	5
USB-ED alumni per programme: 2019	1 267
Open Enrolment	622
Customised	468
ED4Africa	177

Key areas impacting on USB's approach to alumni and stakeholder engagement for 2019

Corporate connections were strengthened through various collaborative initiatives with USB MBA and international student industry visits, student orientation, USB-ED SADC Knowledge-sharing, Corporate Roundtables in East Africa, and signature events. Although initial progress with corporate engagement is promising, showing tangible results, there is vast potential. The scope of engagement requires more capacity – and more time and effort than what only two staff in the Alumni office responsible for engagement can devote to it at present.

Visibility: Alumni activities and events taking place off-campus USB are not adequately visible and connected to the internal stakeholders at USB. A concerted effort to communicate the activities and content of these corporate-alumni knowledge-sharing activities will assist in harnessing the value of student and corporate connections with alumni and faculty.

Data and digital: The fluctuation of alumni data on the USB CRM database was perhaps the most critical area, as this impacts negatively on all four pillars of the alumni strategy. The launch of the new USBConnect digital platform for alumni and USB facilitates access for networking and the appointment of a Digital and Data Administrator has assisted in the functioning of the office.

Segmentation of alumni needs: Segmenting alumni's different needs and requirements in terms of generational, seniority, gender and business information needs progressed through MBA-focused activities, exclusive digital platforms and focused communication or events with VIP alumni. While key local events focusing on women remain pivotal during South African Women's Month, gender mainstreaming remains key in all alumni activities and representation in chapters.

Social impact: Sourcing social impact stories remained a key priority. In 2020 we need to focus on curating the content optimally and increasing the visibility of alumni involvement. The NPO programme remained a popular course with significant alumni involvement.

Mentorship: As a joint focus area for Alumni (mentors) and Careers (students), mentorship requires focused communication with students and quality needs to be monitored to facilitate a more structured approach and maintain a high standard. Mentors increased significantly through the digital platform.

Internationalisation: The international footprint of the USB Alumni Association extended over the past three years to include chapters in UAE, Eswatini and Ghana. This was the first year when an Alumnus of the Year was elected from a chapter outside South Africa. Chapter events, award ceremonies, and media contributed to the internationalisation of the USB AA's profile.



Highlights

Alumni Association International footprint expanded with **First-in-country**

- 2017: Ghana established, first events
- 2018: Eswatini established, first event
- 2019: UAE, Dubai established, first event
- 2020: Mauritius: first event

CONNECT - Objective A: Connect with stakeholders to optimise engagement

To reach as many alumni and corporates, and institutions as possible in a meaningful engaged manner

The number of contactable alumni fluctuated on the CRM system due to integration processes and duplicates, making this objective a challenge to measure. The digital online platform was launched in February 2019 and gained about **850 alumni** between March and December. Building momentum with corporates, students and partner events remains key.

Growing the database: A Data and Digital Administrator, Charné Cooper was appointed in September 2019. Her responsibilities include updating alumni data on USB's CRM system, growing alumni data and engagement on **USBConnect**, usbalumni.com, social media and preparing digital material.

Participation and collaboration stakeholder events

were a key focus in 2019, when collaboration and engagement of alumni and stakeholders consistently increased. Alumni collaborated with *USB*, *USB-ED*, *IFR*, *SBA*, *Careers Leadership* office and a number of other stakeholders on a series of signature events and other opportunities following a participative approach.

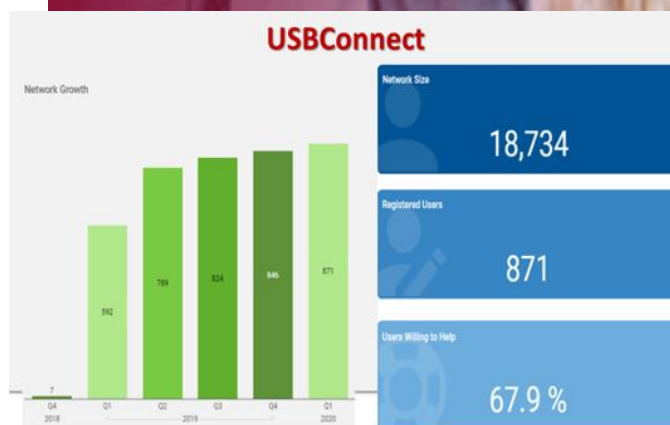
Some examples are listed below:

USB: Alumni attended On the Horizon 2019 on 29 January, the USB Academic opening on 31 January, and a series of Leader's Angles at RMB/FNB Cape Town and at USB. Alumni were showcased in brochures, on the web, in USBNet, and in promotional videos.

Alumni were regular guest speakers on programmes, attended USB events where they delivered Thank You notes, participated in the EQUIS peer review panel and at the AABS conference, delivered testimonials and guest lectures, hosted international incoming groups and participated in Research meets Industry and the Lion's Den Entrepreneurial events during the elective week - in November.

USB-ED, IFR, USB Collaboratory: Alumni participated in the Africa week in May at USB, the Business Breakfasts in Cape Town and Johannesburg, Programme Information Open Days, Research Colloquiums and USB-ED events in Cape Town. The Alumni Chairpersons or VIP alumni presented Words of Welcome to the new alumni at USB-ED graduations and handed over the alumni pin to new achievers.

In SADC the Namibia alumni chairperson and alumni attended the annual USB-ED Awards ceremony at The Windhoek Country Club, and the chairpersons of Gauteng, KZN and Cape Town also delivered presentations at these events.



Careers: Alumni and Careers key areas of cooperation include: *mentorship coordination and referencing, AlumNet contributions, job references, mutual events, and social media support. Job opportunities* are advertised via alumni platforms and *Career Insights* shared in AlumNet.

IFR: Alumni touchpoints with IFR include *speakers at alumni events with co-branding, discount offering to USB Alumni, business information-sharing at chapter events, AlumNet articles and social media, identification of alumni ambassadors, sharing impact stories, and Futures alumni serving on chapter committees.*



International office: The following activities were coordinated with the International office:

- West Africa Alumni chapter event with MBA students on the ISM module and Dr Nthabiseng Moleko EMBA
- Students attending industry visit: Villiera, PPC
- Partnerships for incoming students with Rhodes Fruit Growers, SMD Marine Technology, Discovery, MRC, Rainfin.

SU: The following activities were coordinated with SU:

- Homecoming 2019
- Chapter events: SU, USB alumni invitations to events in chapters
- Higher Education Fundraising Forum: Presentation by USB Alumni manager at the USB Alumni Association in October 2019
- A new Stellenbosch University Alumni Relations Forum platform will be established in 2020. All SU alumni units are represented.



Leaderex: Alumni engaged with prospective students and the promotional exhibition from 4-5 September in Johannesburg, and promoted USB and ED programmes. Alumni also attended the joint Business School Alumni event hosted by SABSA on 5 September.

AABS: USB alumni participated in the Association of African Business Schools' Connect 2019 conference held from 6–8 June in Stellenbosch. The panel theme of **Converging views of business schools: Students and alumni** was moderated by the USB Alumni Manager. The panellists consisted of two USB MBA alumni, one from Groupe IAM in Senegal and one from Lagos Business School, Nigeria. The panel deliberated on **What is expected of a business school graduate in the light of the demands imposed on business by the Fourth Industrial Revolution?**



Eduniversal: Futures Alumnus Louis Nguyen, residing in Vietnam, travelled to Bangkok to receive the USB Eduniversal Award at the Gala event on **28 October 2019**. He delivered a short presentation on the USB, and the award was couriered to USB.



Chamber of Commerce and Industry and Kaapstad

Sakekamer: Networking events were attended at both institutions, of which die *Sakeleier van die Jaar* event took place in Cape Town in August.

Media and Communications

The alumni programme follows an **Integrated Approach to Communication** with all forms of communication and media and partners' platforms are leveraged to reach alumni via the website and social media.

Website: The Alumni webpages are continuously updated.

Social media: All alumni events and activities are posted on social media, including Twitter @USBalumni, LinkedIn, USB and USB Alumni Facebook. Followers show a slow but steady growth on Twitter and LinkedIn. All social media feeds appear on the new digital engagement platform USBConnect @ usbalumni.com.



Top media Tweet earned 640 impressions

Alumni corporates guests, please join our USB Alumni and Information sessions in Nairobi, Kenya 14-15 August. Dr. Nthabi Moleko: Sustainable Economic Growth in Africa.
bit.ly/2GR4mG7 @USBCareers @USB_ED @StellenboschUSB @StellenboschUni @drnthabimoleko @Alexandre_USB pic.twitter.com/id7mc5C0IG



Marketing mix of alumni branded materials

The mix of alumni branded alumni marketing materials used at all alumni and some partner events include branded banners, tablecloths, alumni mint holders and chocolates, flyers, posters, information sheets, TV monitors, programme details at chapter events and USB gifts. Silver pins and pouches were handed over to new graduates upon graduation (at USB graduations and USB-ED certificate ceremonies) along with a small rolled congratulatory note and a customised note for USB-ED. Alumni were invited to advertise businesses on the USB Website, share their impact stories. A new wallet for new alumni is in production which will contain the pin and pouch, calendar, mints pen and an information card of the USB AA and USB-ED.

USB ALUMNI – YOUR WORLDWIDE NETWORK

As an alumnus, you are part of a global network of more than 30 000 alumni. This gives you access to benefits such as business knowledge, lifelong learning and networking events, and opportunities to help support the business school, our students and society.

LET'S STAY IN TOUCH!

USB Alumni Office | usbalumni@usb.ed.za | www.usb.ed.za/staff

Desktop: +27 (0) 21 918 4289 | connect@usb.ed.za

Local: Kenyan office: +254 918 40172 | usb@usb.ed.za

USBConnect
 University of Stellenbosch Business School Alumni
 @USBAlumni
 Alumni University of Stellenbosch Business School
 University of Stellenbosch Business School

ALUMNI BENEFITS

GAIN ACCESS TO:

- Business knowledge and lifelong learning
- USB and USB-ED programmes
- Exclusive industry events and networking
- Newsletters: ALUMNI, USBNET and Growing@USB
- Miscellaneous: seminars and workshops
- USB weekend retreats such as Ladies' Angle
- Networking events and on alumni digital platforms
- USB-VIDA International Study Modules and activities
- USB Career Leadership – for career opportunities and advice
- Discounted membership with USB
- Discounted services at the Institute for Future Research

GET RECOGNISED IN YOUR FIELD

- Qualify for an influential alumnus award
- Feature on our web, in newsletters and in mainstream media
- Enjoy exclusive alumni presence on global networks and platforms
- Guest lecture opportunities

JOIN THE USB ALUMNI ASSOCIATION'S CHAPTERS

The USB Alumni Association is a key contact point between USB and alumni, with chapters in Saudi Arabia, key African regions, the UK and Europe. Enabling on strategic, continued learning opportunities and enhancing growth with local champions of commerce, industry and high-level social sectors.

HOW YOU CAN HELP US

- Request your role as guest lecturer and offer mentoring to USB students and USB Small Business Academy (SBA) participants
- Build the USB brand as an ambassador through mentoring of our programmes
- Engage on various forums such as USB Alumni Board, weekend programmes, advisory committees, Corporate Board/Advisors and so on
- Help to facilitate access between USB and the local and global business sectors and public sector

AlumNet: Stakeholder and alumni articles, success stories, chapter activities and achievements are covered in the newsletter. Articles from internal and external stakeholders and alumni illustrate successes, impact, and industry best practice. Six editions were published in 2019: February, April, June, August, October, and December. Internal stakeholders contribute articles, news and events information and discounts for alumni.

Promotions: Alumni delivered testimonials and participated in QS Quacquarelli Symonds MBA World Fair, and USB information marketing events on and off campus. Alumni participated in video clips used during orientation of new students, provided testimonials for web publications and impact stories for accreditation reports. The target of 100% alumni representation for testimonials at information events was achieved. **Armin Wieland**, residing in **Namibia**, travelled to Frankfurt to host the USB stall at the QS Career Fair in February 2019. Similarly, **Folashayo Imologome** assisted with information and testimonials at this Fair in Abuja Nigeria, and **Kwadwo Adu-Asomaning** managed the stall in Accra Ghana. A detailed report containing all contacts and leads was submitted to USB. (Annexure A)



ENGAGE - Objective B: Develop, grow mutually beneficial relationships with strategically placed alumni in business and society

We will facilitate growth in mutually beneficial relationships with public and private sectors, and with strategically placed alumni.

The **Stakeholder Engagement Plan** was developed with all internal stakeholders and submitted. Key activities in relation to alumni and stakeholders were identified and some were actioned within this plan.

Cooperative engagement included corporates hosting international incoming groups of MBA students, awards for top student achievers, engagement with the EQUIS accreditation peer review team, hosting of Leader’s Angles and programme welcome functions. Collaborations with the corporate sector increased during this reporting year and in 2019 all students at the Top Achievers event received a reward of monetary value from a diverse range of corporates. Identifying strategic and influential alumni is assisted by information from USBConnect. USB attended the Kaapstad Sakekamer *Sakeleier van die Jaar* in August, and arranged for membership for both USB and USB-ED of the Cape Chamber of Commerce and Industry. This means that all faculty and staff have access to the networking platforms and learning events.

Social Impact Engagement: Alumni participated in the Africa Week celebrations and showcased projects at the Stewardship Festival, both held on campus. Alumni continuously provide impact stories, which are shared in all media, and alumni was involved in the NPO programme via organisation of the programme, lecturing, attending the programme and assessing assignments.

Alumni benefits: In 2019, the alumni benefits package included the following:

- *Institute of Directors Southern Africa (IoDSA): 20% discount of membership*
- *Institute for Futures Research (IFR): 15% discount on courses (now increased to 20%)*
- *Access to IFR Colloquiums, EMBA and MBA electives*
- *Chartered Institute of Management Accountants (CIMA): MBA alumni qualify for exemption from 7 of the 12 modules*
- *Access to International module when registered as a student at USB*
- *Access to speaker opportunities and prestige events at USB, in the chapters, International Business School Network (IBSN) events, and award ceremonies*

- Access to career services and events and research

USB Business Breakfasts: Two successful Business Breakfasts were hosted and attended by about 120 high-level stakeholders on 4 October at the Marriott Hotel, Century City, Cape Town, and on 6 September at the Radisson Blu Hotel, Sandton, Gauteng. The theme was *Board gender diversity: Essential facts for South African companies*. Guest speakers at the Gauteng event were Prof Anita Bosch, Faith Khanyile, CEO at Women’s Development Bank Investment Holdings and Prof Piet Naude, with facilitator Obenewa Amposah. Guest speakers at the Cape Town event were Prof Anita Bosch, Zyda Rylands, Prof Piet Naude, with Dr Nthabiseng Moleko as facilitator.

GROW - Objective C: Lifelong relationship: Grow lifelong relationship through activities responsive to the changing needs of alumni

We will nurture lifelong relationships through informed responses to the changing needs of USB stakeholders.

Students: The programme offers a series of touchpoints to cover the entire scope of student engagement. This includes:

Prospective students: Alumni deliver testimonials at information sessions and recruit new students in the chapters at various events. The Alumni office disseminated brochure material of all programmes to chapters for display at all USB AA events.

Orientation: The Alumni office presented an overview of the USB Alumni Association and the core value proposition and benefits offered to alumni at MBA, M Dev Finance, and some other classes. Programme-specific videos with a welcoming message from senior alumni and a concise overview of the programme for all new students are available on Learning Hub.

During studies: The following reflect touchpoints with students before and throughout their studies:

- Alumni deliver a presentation during orientation, sometimes with VIP alumni sharing their journeys in the corporate world
- An overview of Information about the Alumni Association and events are available on Learning Hub
- Networking with students during Research meets Industry events
- Alumni host MBA visits to industry
- Alumni are guest lecturers as per invitation by faculty
- Alumni attend USB, USB-ED, IFR events on and off campus, and in regional chapters
- Alumni attend international outgoing MBA groups at dinners and networking events in home countries
- Alumni attend annual events of the International Business School Network (IBSN)
- Alumni attend Consulting Club and Career events
- Top achievers event is coordinated by Alumni office where new alumni achievers are celebrated

Graduations/Certificate Ceremonies: Alumni office welcomed new graduates at the USB graduation ceremonies in March and December 2019 with a message and alumni pin. The Alumni office staff and chapter

USB Business Breakfast 2019
Board gender diversity: Essential facts for South African companies
SEPT 6 2019
 Radisson Blu Hotel
 DAISY STREET, SANDTON

PROGRAMME
 Programme Director: Obenewa Amposah

Arrival	Registration	Networking
Obenewa Amposah, Transformational Coach	Welcoming	Breakfast served

Proceedings

Prof Piet Naudé, Director: USB	Women at work: Why a Research Chair at USB?
Falth Khanyile, CEO: Women's Development Bank Investment Holdings (WDBIH)	Industry insights: Women on boards
Prof Anita Bosch, Chair: Women at Work, USB	Board gender diversity: Essential facts for South African companies
Obenewa Amposah, Facilitator	Audience Q&A and engagement

Acknowledgements and closing

chairpersons/VIP alumni attended, delivered a welcoming address and handed over alumni membership tokens at USB-ED certificate ceremonies in Gauteng, KZN, Stellenbosch and Namibia.



Farewells: *The Alumni office and/or Western Cape alumni* attended some farewells, and engaged with alumni to welcome them to the Association.



Top Student Achievers: New alumni top achievers were welcomed at this



function, hosted on 3 April 2019 at the Lanzerac Hotel, Stellenbosch. Corporates sponsored awards for all achievers, and delivered a message of inspiration to the top achievers. The guest speaker was Vuyani Jarana, Alumnus of the Year 2017.

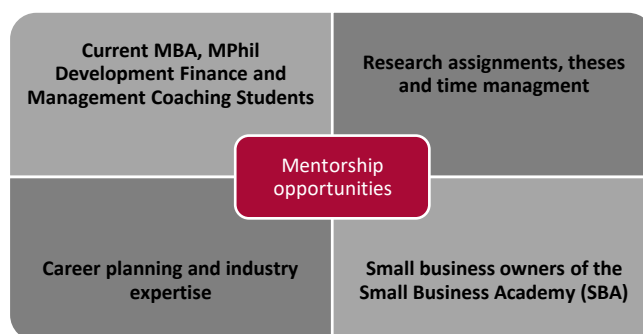
Alumnus of the Year 2018 and nominations for 2019: The Alumnus of the Year 2018 was awarded to Dr Shaun Vorster, MBA alumnus and Vice President: Strategy & Business Integration for Programming at Expo 2020 Dubai. He delivered his acceptance speech at the Kgalema Motlanthe Leadership gala event held for alumni at the One & Only Hotel Waterfront on 31 October. Nominations for the 2019 Alumnus of the Year open in February 2020.



EMBA and MBA Electives: Alumni participated in both, but the focus will be on increasing the number of participants in 2020.

Give back: Mentorship

The number of mentors increased sharply, with new mentors registering on USBConnect increasing from 95 to 490. To leverage this opportunity optimally students need to be more aware of the availability of alumni mentors.



Continuous learning

The continuous learning programme offers a learning opportunity to alumni, students and corporate guests. These Masterclasses are four hours in duration and available via video link on live-stream.

*The Alumni Office of the University Stellenbosch Business School offers **Masterclasses** for alumni, students, executives and anyone interested in improving their knowledge and skills in a series of topics, or those who are curious about topics offered in USB programmes. Facilitated by USB academics or Alumni in industry, these 4-hour workshops are designed to contextualise theory, models, and frameworks with practical application in the workplace and for personal benefit.*

The following Masterclasses took place in 2019:

Masterclass 1: Mentorship in partnership with COMENSA was held at USB on **15 March** and facilitated by Dr Nicky Terblanche. This event was very well-attended.

Masterclass 2: Reputation matters, which was held in Windhoek on **9 May**, was facilitated by Dr Marietjie Theron-Wepener and was attended by 58 participants. It provided a knowledge-sharing and interactive experience, and the opportunity to do interactive research on key industry reputational matters specifically related to Namibia.



Lean-In Circles: Women's programmes: The group of 12 women alumni continued with the Leadership Development Programme with sessions throughout the year. The Lean-In Circle group hosted eight leadership circle events throughout 2019.

NPO Programme: The annual NPO programme took place in **June** on campus, coordinated by Jeanne Kuhn in collaboration with USB-ED and Alumni, with participants from 50 Non-Profit Organisations (NPOs) attending. The programme was marketed through alumni media channels.

Strengthen - Objective D: Strengthen the USB Alumni Association engagement and chapter growth

We will strengthen the USB AA as a primary local and international footprint to optimise alumni deliverables.

USB ALUMNI CHAPTERS

All regions were active across a broad spectrum of activities during the reporting period. AGMs and networking events, hosted in most regions, resulted in a series of new committee members volunteering their services. We thank George Rautenbach for his leadership, and congratulate **Ms Virna Alexander** on her election as the new chairperson for Gauteng. We thank **Anneke Heckroodt** for her dedication and work as UAE Chairperson.

During 2019, alumni engaged in **29 USB AA events**. This includes the Masterclasses, but excludes USB, USB-ED or Career events. New chapter committee members attend orientation sessions about their portfolios, USB AA activities, their expectations of the chapter, budget provisions, work plans and reporting.

Western Cape chapter: The chapter hosted an Alumni-Business Dialogue and Networking event on **5 August** at the USB. The speaker was Janet Pillai, CEO and Founder of Multilayer Trade Corporation (MLT Corp), on **How Women Lead**. The chapter hosted another Alumni Business-Dialogue and networking event on **14 August** at the USB with Dr Shaun Vorster, Vice President of Business



Integration and Activations of Expo 2020 in Dubai who presented on *Expo 2020: An insight into hosting the largest event ever staged in the Arab world and the first World Expo to be held in the Middle East, Africa and South Asia region.*

The topic for the AGM on **3 October** centred on *Embedding sustainability into organisations.* Andy Muranda, Director of Ilona Green and SU Sustainable Development Masters candidate, moderated the panel discussion. The four panellists were Dr Jess Schulschenk, Director for the Sustainability Institute in Stellenbosch, Andrew Smith, V&A Commercial Partnerships and Strategic Projects Manager, Wendy Engel, Agriculture economist at WWF-SA, and Grace Stead, WrapZERO. The chapter participates extensively in all USB events.



The Western Cape chapter delivered testimonials, hosted international incoming groups, engaged with the EQUIS peer Review team in September, provided mentorships to students, attended international incoming group functions, USB Kgalema Motlanthe signature event and the Business Breakfast, were guest lecturers in class and hosted the Lion's Den entrepreneurial event at USB.

Namibia chapter hosted an **Alumni-Business Dialogue** on **1 March**. Seno Namwandi, director of Innovation and IP at the International University of Management (IUM), spoke about *The building blocks of a vibrant Intellectual Property economy.*

On **11 April** Namibia hosted another Dialogue event with Professor Arnold Smit presenting on *When no-one is looking – Business ethical compass and practices.* The chapter attended all the USB-ED Knowledge-sharing workshops and the Chairperson presented at the USB-ED USB ED annual awards ceremony in Windhoek where he handed over the Welcome to Alumni token to all new USB alumni.



Eastern Cape chapter hosted an Alumni-Business Dialogue and Networking event on **29 August 2019** where Jaco Maas thoughtfully reviewed Mark Manson's book, *The Subtle Art Of Not Giving a F*CK: A Counterintuitive Approach to Living a Good Life.*

At the **end of August** alumni attended the **Corporate Wellness** event with Dr Renata Schoeman. The chapter hosted another event at the Port Elizabeth Golf Club on **16 October** where Dr Nthabiseng Moleko held a presentation on **Grow Africa: The use of development finance to re-ignite the economy**.



This event formed part of three on this topic in West, East and South Africa. The current chairperson Simon Meyer and his predecessor Greg Clack spearheaded negotiations to attain Micro membership of the Nelson Mandela Chamber of Business for the Eastern Cape chapter.



East Africa chapter hosted a very well-attended Alumni-Business networking event on **14 August** at the Southern Sun Mayfair Hotel in Nairobi where Dr Nthabiseng Moleko did a presentation on **Grow Africa: The use of development finance to re-ignite the economy**. This event formed part of three on this topic in West, East and South Africa. It was followed by a Corporate Roundtable discussion and a USB Information session on **15 August**. The chapter delivered testimonials at the USB Information session and engaged with a series of corporates for student recruitment purposes.

Gauteng chapter alumni attended the USB **On the Horizon** on **7 February** at USB-ED offices, Sandton. Alumni attended the Rand Business Club Annual Forecast Dinner on **19 February** at The Country Club Johannesburg, Auckland Park where a series of speakers provided insights into the outlook for the South African economy and politics. On **26 March** alumni participated at the **Leader's Angle** held at the USB-ED offices, and alumnus Christine Kere did the closing remarks and thank you note.

Another Rand Business Club Network Dinner was attended on **28 May** with the Deputy Governor of the SARB, Daniel Mminele, as guest.

The Gauteng chapter also hosted an Alumni-Business Dialogue and networking event on **25 July 2019** at The Country Club Johannesburg, Woodmead, with guest speakers Dr Keabetswe Modimoeng and Theo Venter respectively on the topics **4th Industrial Revolution and the future of work** and **First the election, then the Cabinet and now the SONA**. This event was kindly co-sponsored by KVV and included a presentation and wine-tasting.

Other activities included alumni delivering testimonials at the USB information sessions and Leaderex, attendance of the Business Breakfast, and providing mentorships to USB students.

Mpumalanga chapter, in collaboration with SAIEE Mpumalanga Centre, co-hosted two Alumni-Business Dialogue sessions. The AGM was held on **12 March 2019** where Professor Johan Rens delivered a presentation on **Power quality in South Africa**. The new committee members were also re-confirmed at the **AGM** afterwards.



On **11 April 2019** Dr Piet Croucamp presented *Socio-economic analysis of election possibilities on South Africa*.



Due to the joint sponsorship and collaboration between USB and SAIEE, SAIEE also invited USB alumni to a talk by energy expert Chris Yelland on the *Eskom energy crisis and Integrated Resource Plan 2019*

On **29 May 2019** Theo Venter presented an *Analysis of election outcomes on the future of South Africa*.



Ghana chapter committee hosted, jointly with the USB agent, Global Natives, an Alumni-Business Dialogue and Information event on **13 August** with guest speakers Prof Piet Naude, USB Director, on *Responsible Leadership*, and Prof Meshach Aziakpono on *Development Finance*. Dr Marietjie van der Merwe, Managing Director of Global Natives, presented on *The USB in alumni's career development*. The chapter continued with a series of collaboratory discussions with The Association of Ghana Industries (AGI) and the Institute for Human Resources Practitioners (IHRMP). Alumni delivered testimonials at the annual QS World MBA Fair and USB Information sessions.

On **18 October**, the Ghana Alumni Chairperson served as a panel member at the annual Conference of the Executive Women Network in Ghana, 2019, and presented on *Phoenix Rising*, which inspired women to engage more in their communities and society.



Botswana chapter participated at all USB-ED Knowledge-sharing events where senior alumni engaged with corporates. On **28 March** the chapter hosted an Alumni-Business Dialogue with Gerald Nthebolan, Africa Director Programme alumnus and Prof Arnold Smit as guest speakers. Alumni participated at the USB-ED Knowledge-sharing workshop on **29 March**.

The chapter also hosted an Alumni-Business Dialogue and information session on USB programmes 2020 at The Hilton Hotel Garden Inn, Gaborone on **31 July**, with Cornelius Ramatlhakwane, CEO of Botswana Post, on ***The power of humility and vulnerability in leadership and how it influences a positive/constructive culture that drives transformation and high performance results.***



Alumni participated in USB-ED Botswana's Knowledge-sharing Workshop on **01 August** in collaboration with the USB Alumni Association on ***African Futures: Narratives, Footprints and Prospects*** with Dr Njeri Mwangi.

KZN chapter hosted an Alumni-Business Dialogue and Networking event on **23 July** at the Durban Country Club, where Graeme Hay and Hamish Erskine presented on ***Leadership in challenging times.*** The chapter hosted an Alumni-Business Dialogue with **Simphiwe Mbonambi** in Richards Bay on **16 October**.

The chapter participated in USB Information sessions and Stellenbosch University events. Alumni delivered testimonials at USB Information sessions, engaged with the Chamber of Commerce, and also with Stellenbosch University on the reviving of their hub for SU Alumni and other initiatives for collaboration.

Eswatini: This new chapter hosted their first event on **23 February** where Dr Sola Oduwole presented on ***African economic development and growth prospects.***



West Africa chapter alumni hosted a very successful event on **17 September** at the Marriott Lagos Kuramo Waters Hotel with Dr Nthabiseng Moleko. This was during the USB MBA International study module. It formed part of a



focus on three regions (West Africa, East Africa and South Africa) on **Grow Africa: The use of development finance to re-ignite the economy**. The chapter also participated in other USB activities, such as the World MBA tour, Corporate Roundtable and networking events. The Chairperson participated for USB at the QS MBA World Fair in Abuja for student recruitment purposes.



UAE, Dubai: The first Alumni-Business Dialogue and Networking event was hosted in Dubai on **11 June 2019** where Dr Shaun Vorster presented on **Expo 2020 Dubai**. The launch event was successful in connecting with alumni in the UAE.



Metrics and Milestones were identified to monitor and evaluate progress over the past year compared to the past three years. An increase is noticed in the number of alumni attending events, while fewer events were hosted over the course of a year. An increase in mentors is due to the digital platform USBConnect and the ease of registering as a mentor. Corporate collaborations have increased and the number of alumni stories sourced shows consistent growth.

Metrics	2017	2018	2019
Number of chapters (<i>Europe representative committee</i>)	12	14	14
Number of Alumni attending alumni events + other USB, Careers	Unknown	900	1500
Alumni events	45	42	29
Masterclasses	4	4	2
Mentors available	30	110	500
Testimonials at USB information sessions	80%	95%	100%
Alumni engaged on digital platforms	0	0	900
Followers on Alumni Twitter	 1730	1890	2190
Number of Linked In members	 1780	1780	1889
Number Corporate collaborations and sponsorship (Alumni office)	2	4	12
Corporate hosting International and MBA students (Alumni office)	0	3	6
Number of Impact stories curated and shared	9	11	14

Strategies and objectives for 2020

Going Forward: 2020 – 2021

Strengthen corporate connections: Alumni provide the opportunity to strengthen connections with corporates significantly. Dedicated capacity to assist with focused engagement with corporate and other connections will assist the process.

2020 OVERALL STRATEGIC OBJECTIVE
External Relations supported by Digital

We will strengthen USB connection with stakeholders and alumni to grow mutually beneficial engagement and relationships

How

We strengthen stakeholder relations through mutually beneficial engagement to build meaningful partnerships



University of Stellenbosch Business School (USB)
Alumni and Stakeholder Strategy
2018 – 2021

USB Strategy Map S 6 and R 5

CONNECT with stakeholders to optimise engagement

We will critically review all aspects of our connections (database, records, engagement platforms and communication visibility to ensure we reach as many alumni and corporates, and institutions as possible in a meaningful engaged manner.

Deliverable	Activities
Improved contactable alumni	Update alumni data via CRM, USBConnect, events data and mailboxes, and prospective searches on social media.
Optimized USBConnect digital platform	Engage stakeholders to optimize of USBConnect platform
Increased and focused connections with practice and alumni	Map growth by developing matrix Focused engagement with corporate and public sector Increase donation and sponsorship overall USB and in chapters

Strategy Map S5, S6 and R 5

ENGAGE: Grow mutually beneficial relationships with public, private sectors and alumni

We will facilitate growth in mutually beneficial relationships with stakeholders and strategically placed alumni

Deliverable	Activities
Engage with key stakeholder segments to respond to USB institutional needs	Identify, engage and leverage relationships with stakeholders to facilitate <i>Recruitment of prospective students and orientation of new students</i> <i>Hosting international incoming groups and MBA student visits</i> <i>Joint corporate-alumni events</i> <i>Opportunities to access and disseminate business case studies, research</i> <i>Sponsorships and donations</i> <i>Guest lecturing and guest speakers</i>
Increased visibility in media and communications	Corporate Round Table Feedback loop USB-Employers of graduates Integrated communications to increase access to and for alumni in media and newsletters AlumNet, USBNet, social and printed media, SU platforms
Optimised alumni participation in collaboration, signature events	Increase accessibility, participation and visibility of USB alumni at all events with USB, USB-ED, IFR, AA

Strategy Map S2, S3, S6 and P6

GROW: Nurture lifelong relationships through activities responsive to stakeholders' changing needs

We will nurture life-long relationships through informed responses to changing needs of USB stakeholders.

Deliverable	Activities
Engage students to establish a life-long relationship	Engage prospective students, on campus and in regions, during orientation, throughout studies, at graduation and as new alumni Offer mentorships, speaker and guest lecturing opportunities
Scope of programmes and projects offered to alumni, students and corporates	Deliver impactful and diverse scope of alumni programmes Continuous learning and networking opportunities Alumni and USB engagement with students and corporates Mentorship programme
Social Impact	Identify, source, curated and disseminate alumni stories and articles Raise awareness of industry and society impact and achievements

Strategy Map S2, S5, S6, P6, R6, Vision:

STRENGTHEN: USB Alumni Association to leverage the value of alumni as stakeholder resource.

We will strengthen USB AA as primary local + international footprint to optimize alumni deliverables.

Deliverable	Activities
Strengthen USB AA and chapters	USB AA engagement with USB and alumni globally EXCO plan operational plan, monitoring and reporting Alumnus of the Year Award
Increase regional, international chapter network engagement	Develop work plans for all chapters with annual work plan per chapter Inform chapters about expectations and strategic focus Chapter Alumni-Business Dialogues, to provide networking and geo-specific learning opportunities
Extended international alumni relations	Engage international corporate stakeholders for partnerships and sponsorships Identify new areas of engagement and collaboration opportunities ISM: Alumni link in at least 1 area with outgoing MBA groups IBSN: Engage 1 international network Potential for 1 joint alumni event with partner business school

Alumni platforms will be leveraged to strengthen the opportunity for USB to engage in business and society through:

- Company visits to ensure students are brought into contact with current business practices and real business challenges
- Company, industry or national significance related and commissioned research projects
- More corporate participation at public speaker events at USB
- Corporate Roundtables and business breakfasts, Masterclasses, workshops and seminars.
- **Crystallise and communicate the mutual value created for USB and its stakeholders:** Interact meaningfully with all stakeholders (structured mutually beneficial relationships between alumni, corporates, organisations and USB) to identify their priorities, determine how to anticipate and respond to their needs and interests to, *Understand the dynamics, trends and networking needs of stakeholders and potential variables that may have an impact on USB*
- *Ensure USB information is shared with all stakeholders, progressively and selectively*
- *Leverage the equity built in alumni and stakeholders to support current students, to respond to USB institutional needs, to build USB's reputation and to ensure relevancy in a fast-changing industry environment.*

Competitor analysis: An annual competitor analysis will contribute to position activities. Competitors could be differentiated in terms of South African business schools and other Triple Crown schools.

Visibility: Strengthening Alumni and stakeholder engagement through events, testimonials at recruitment events, impact stories, brand ambassadors in brochures, local, international printed media, social media and any available forms of communication and face-to-face interaction will support alumni visibility.

Information-sharing: Increase the use of technology, network engagement and media platforms to share information between USB and its stakeholders.

Increase internal touchpoints: A set of internal touchpoints for alumni and stakeholders with key internal stakeholders will be defined, to determine the implementation focus of these collaborations.

Alumni and stakeholders need to show what alumni and corporates do as a collective to make the world a better place. It is the aim to achieve more coverage on the content delivered at events in social media, newsletters and printed media where possible – locally and internationally.

We thank Exco, USB and USB-ED's leadership, the Institute for Futures Research (IFR), USB's Small Business Academy (SBA) and SU for their support, dedication and commitment in serving the USB, USB-ED alumni and other stakeholders throughout the reporting year. We look forward to an inspiring 2020.



Christelle Cronjé

Manager: Alumni and Stakeholder Relations.

March 2020