



# USB Alumni Association Exco AGM

1 January - 31 December 2020 report  
presented at the USB Alumni Association  
Exco AGM on 9 March 2021



## Contents

- 03** Executive overview | Governance | Vision, mission, strategic themes | USB Advisory Board | USB Alumni Association
- 04** USB Alumni Association Exco | USB Alumni Office
- 05** Value proposition | Benefits of investing in USB – return on investment for USB and alumni
- 06** Alumni in numbers
- 07** Operational implementation 2020 / Objectives 2020
- 09** **CONNECT** - Connect with stakeholders to optimise engagement
- 10** **ENGAGE** - Develop, grow mutually beneficial relationships with strategically placed alumni
- 15** **GROW** - Grow lifelong relationship in response to changing needs
- 20** **STRENGTHEN** - Strengthen USB Alumni Association engagement and chapter growth
- 26** List of Annexures
  - Annexure A: Alumni Association Events 2020
  - Annexure B: Alumni Testimonials 2020

## 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 2020. This reporting year reflects the third year of implementation of the USB Alumni Strategy 2018–2021 within the framework of the USB Strategy 2019–2021, and the USB Marketing Strategy. The Constitution of the USB Alumni Association guides the reporting of the USB Alumni Association.

## 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, Europe and Canada. The Association also has representation on the USB Advisory Board, and functions in close collaboration with its internal stakeholders.

## USB Alumni Association Framework

**Vision:** To be the most desirable Alumni Association in Africa

**Mission:** To build the brand of USB and USB Alumni

**Strategic Objectives:**

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

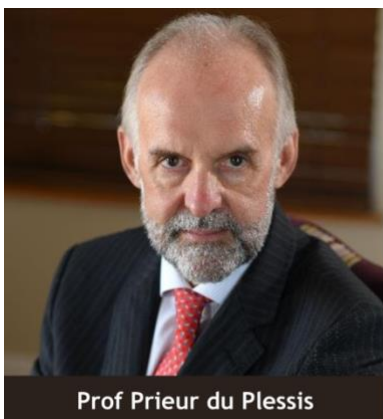
To keep alumni in touch with one another and with USB

To create networking opportunities for alumni of USB

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

## USB Advisory Board

The Alumni Association President (Prof Prieur du Plessis) and the Chairperson (Elyssa Spreeth) represented the Association and alumni on the USB Advisory Board.



Prof Prieur du Plessis



Ms Elyssa Spreeth

## USB Alumni Association

USB AA Exco held its annual meeting on 10 March 2020 in the Brewery at USB. Chapter Chairpersons attended this meeting, following a Strategic Planning workshop on 9 March. The workshop goals were to optimise the implementation of the USB Strategy and to align the Association's activities with those of its stakeholders. The USB Alumni Association consists of 23 Exco members. Towards the end of 2020, the Association bid farewell to Prof Piet Naudé, and welcomed the new Director-elect, Prof Mark Smith.

## USB Alumni Association Exco

Alumni Association		
President		Prof Prieur du Plessis
Chairman		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)	Vacant	
United Kingdom & Ireland	Dr Mehran Zarrebini	MBA, PhD
Canada	Theunis van der Linde	MBA
Europe	Bettina Schneider /Julien Wormser	MBA
Ex Officio		
Prof Piet Naudé	USB: Director: USB	
Dr Chris van der Hoven	USB-ED: CEO	
Kerry Smallie	USB-ED: Chief Marketing Officer	
Owen Mbundu	USB: Head: Marketing	
Christélle Cronjé	USB: Manager: Alumni and Stakeholder Relations	
<b>Total Alumni Association</b>		<b>24</b>

## USB Alumni Office

The Alumni Office reports within the Marketing department and consists of three full-time staff members. An annual operational plan is developed in line with the strategy, and informed by input from stakeholders, the requirements of various accreditation bodies and global best practice, and the current realities in the broader alumni ecosystem. Monthly meetings with the Chairpersons of the various chapters assisted with focused implementation and quick adaptation to changing circumstances.



**Christélle Cronjé**  
Manager: Alumni and Stakeholder Relations



**Lizelle Kannemeyer**  
Alumni and Stakeholder Relations Administrator



**Charné Cooper**  
Data and Digital Administrator

## 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

<b>Value for USB (ROI - return on investment)</b>	<b>Value for USB alumni (ROI - return on investment)</b>
<ul style="list-style-type: none"> <li>• Alumni testimonials and recruitment of students</li> <li>• Enhanced reputation</li> <li>• Lifelong access to a global leaders' network with access to industry expertise, research</li> <li>• Stakeholder collaboration and projects</li> <li>• Ability to set up sponsorship and other investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• A sense of belonging to an esteemed association and University</li> <li>• Access to a powerful network spanning 54 years with global connectivity and partnerships</li> <li>• Continuous lifelong learning opportunities</li> <li>• Recognition and awards – Alumnus of the Year</li> <li>• Access to benefits, research, case studies, discounts</li> <li>• Media visibility</li> <li>• Access to career opportunities and Career Leadership office</li> </ul>

## Stakeholder engagement

The focus on *engagement to find synergy and mutual value created for USB and its stakeholders* was pursued through meaningful engagement with alumni stakeholders to identify priorities, and to respond to needs and interests. A renewed focus on **leveraging 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 will be pursued in 2021.

## The internal and external stakeholders of the USB AA:

<b>Internal stakeholders</b>	<b>External stakeholders</b>
<ul style="list-style-type: none"> <li>• USB, USB-ED, SU and Institute for Futures Research (IFR)</li> <li>• USB faculty and staff</li> <li>• Marketing: Communications</li> <li>• International office</li> <li>• USB Centres</li> <li>• Alumni office, Career Leadership office,</li> <li>• Small Business Academy (SBA)</li> <li>• Research Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Alumni (USB, USB-ED, SBA, International exchange)</li> <li>• Students</li> <li>• Corporate, Industry</li> <li>• Chambers of Commerce</li> <li>• Business Associations and Not-for-Profit Organisations</li> <li>• Institutional: Government and Organisations</li> <li>• Local and global business schools</li> <li>• Accreditation bodies</li> <li>• International research and knowledge organisations</li> </ul>

Monthly meetings were held with the majority of the internal stakeholders for planning and coordination of events. This could be extended in 2021 to include input from faculty to ascertain alumni needs for industry visits, guest speakers, or other needs yet to be identified.

## Alumni in numbers

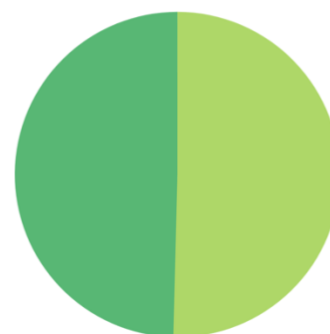
Alumni numbers per division comprise 50.4% USB and 49.6% USB-ED. This includes all USB formal programmes and the comprehensive courses from USB-ED.

Out of a possible 30 000 in the global network, the contactable alumni comprised 24 800.

The tables below depict the total growth in USB alumni for 2019 and 2020. The increase in MPhil Development Finance, PGDip Financial Planning and PGDip Project Management is noticeable.

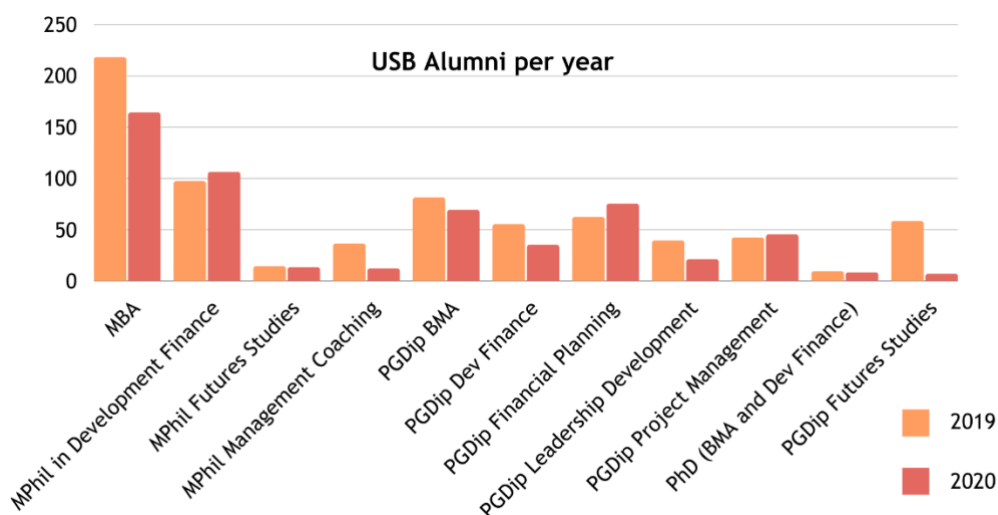
Alumni totals: 2020

USB-ED Alumni  
49.6%  
Total 12 301



USB Alumni  
50.4%  
Total 12 499

Alumni 2020	Graduation	Total
USB	April	362
	December	193
<b>Total</b>		<b>555</b>
USB-ED	April & December	1048
<b>Total</b>		<b>1603</b>



USB AND USB-ED NEW ALUMNI	
<b>USB alumni per programme: 2020</b>	
Masters Business Administration	164
MPhil Development Finance	106
MPhil Futures Studies	13
MPhil Management Coaching	12
PGDip Business Management & Administration	69
PGDip Development Finance	35
PGDip Financial Planning	75
PGDip Leadership Development	21
PGDip Project Management	45
PGDip Futures Studies	7
PhD (Business Management and Administration)	4
PhD (Development Finance)	4

## Operational Implementation 2020

**Lead Goal for 2020:** We will strengthen USB connection with stakeholders and alumni to grow mutually beneficial engagement and relationships.

### PILLARS OF THE USB ALUMNI STRATEGY

The four pillars of the strategy translate into objectives linked to the USB Strategy:



### Objectives 2020

Objective and Strategic intent		Links USB Strategy Map
<b>CONNECT: Connect with stakeholders to optimise engagement</b>		<b>S6, R5</b>
<i>To critically review all aspects of connections (database, records, engagement platforms and communication visibility) to ensure we reach as many alumni, corporates, and institutions as possible in a meaningful engaged manner.</i>	Update alumni data to improve contactable alumni Optimise USB Connect digital platform to improve engagement with alumni Map Partnership Growth	
<b>ENGAGE: Grow mutually beneficial relationships with public and private sectors, and alumni</b>		<b>S2, S3, S6, R5, P6</b>
<i>To facilitate growth in mutually beneficial relationships with public and private sectors, and alumni who are strategically placed.</i>	Optimise alumni participation: stakeholder collaboration Engage with key stakeholder segments to respond to USB institutional needs	
<b>GROW: Nurture lifelong relationships through activities responsive to stakeholders' changing needs</b>		<b>S2, S3, S6, R5, P6</b>
<i>To nurture lifelong relationships through informed responses to changing needs of USB stakeholders.</i>	Engage students as stakeholders to establish lifelong relationships Develop scope of programmes and projects offered, identify gaps; impactful alumni programmes Source alumni impact stories about industry and society impact achievements	
<b>STRENGTHEN: Strengthen the USB Alumni Association to leverage the value of alumni as stakeholder resource.</b>		<b>S2, S6, R5, P6</b>
<i>To strengthen the USB AA as a primary local and international footprint to optimise alumni deliverables.</i>	USB AA and strengthening the chapters Increase regional, international chapter network engagement Identify, engage with alumni and corporate stakeholders to increase chapter sponsorship	

## Reflection on 2020 implementation

This reporting year commenced with the usual face-to-face events, but the operational plan required immediate risk adjustment in compliance with national and SU Covid-19 pandemic guidelines, so most engagement went virtual. The focus remained on nurturing collaborative initiatives with internal and external stakeholders, growing the alumni network, and creating continuous learning opportunities for alumni. This was achieved through shaping a collaborative environment for knowledge-sharing with stakeholders, strengthening the mentorship programme, and building internal digital skills and the platform for alumni to engage digitally.

Through a series of customer surveys alumni and stakeholders reported that the wide range of engagement opportunities were well-targeted and the quality of speakers and topics especially appealing. These webinars were designed to provide alumni with continuous learning opportunities, to foster relations between alumni, students and organisations, and to lead participants to the USB and USB-ED websites for student recruitment and knowledge-sharing. The positive customer feedback and the raised levels of attendance can also be attributed to the quality of USB Faculty and industry speakers.

**Corporate engagement:** Stakeholders were included in alumni virtual events, in support of collaborative alumni-student-industry engagement. An increase in corporate participation at speaker events was noticed through the USB Business Breakfast, Masterclasses, seminars and Thought Leadership events. This contributed to an understanding of the dynamics and trends and the networking needs of **stakeholders**.

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.

**Data and Digital:** As a large portion of the plan shifted to a virtual experience, the digital engagement assisted to scale engagement and include friends of the USB. Corporates and students were invited to join events to strengthen networking, and to expose new students to the alumni network.

**Visibility:** This aspect is believed to have strengthened since alumni events shifted to virtual and global. Whereas the in-person chapter events were ring-fenced within a geographical area, the virtual events and speakers from all chapters were visible and accessible to all alumni and other stakeholders online.

**Increased internal touchpoints:** In 2020, all alumni events were hosted in a form of collaboration with internal or external stakeholders. 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.

**Segmented for alumni needs:** Activities in the programme were designed to appeal to and reflect the needs of different segments of alumni, namely students and new alumni, women, corporates, older alumni, and those with an MBA-focus.

**Competitor analysis:** The EFMD Alumni Workshop on 3, 8 and 9 December provided the platform for the Alumni Managers of all affiliated business schools to share best practice.

**Social impact:** Sourcing alumni journey, life, industry and social impact stories remained a key focus, and these are showcased in AlumNet, the web and social media pages.

**Internationalisation:** All alumni virtual events enjoyed a global audience during 2021. The international footprint of the USB Alumni Association has extended over the past four years to include chapters in UAE, Eswatini, Ghana, Canada, and an event in Mauritius

Alumni and stakeholder engagement at USB aims 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.*



**CONNECT - Objective A: Connect with stakeholders to optimise engagement**

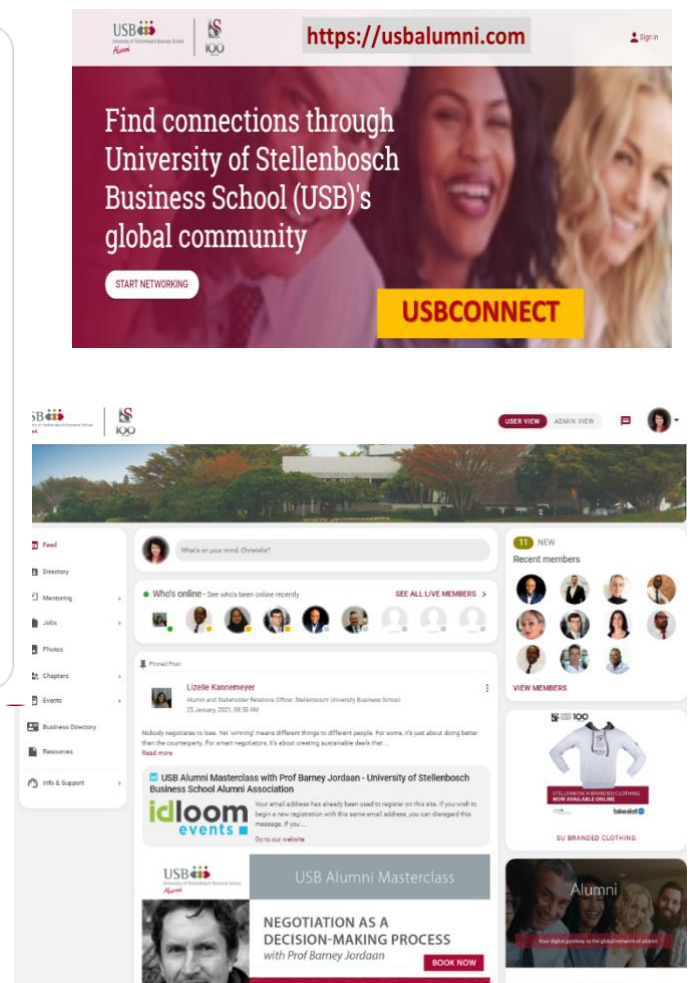
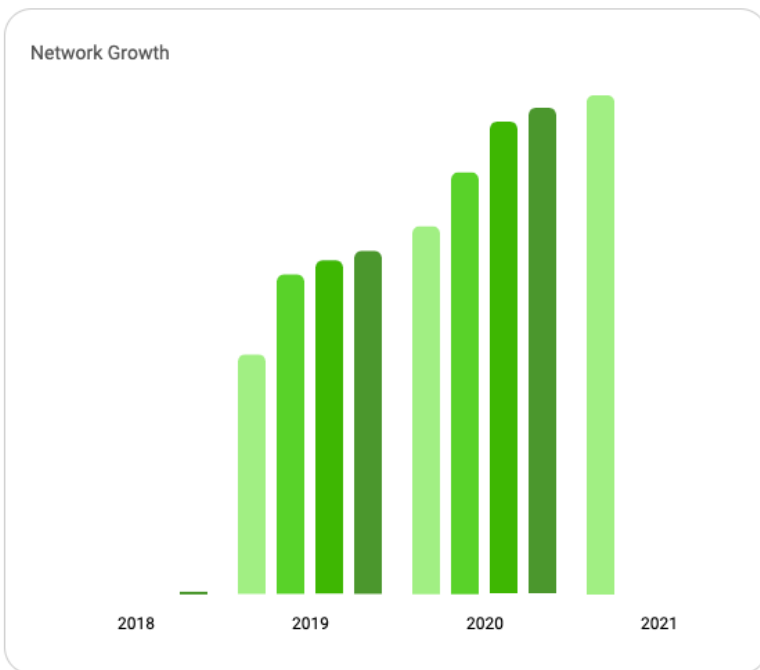
Both the update of alumni data on CRM alumni and USBConnect, [usbalumni.com](https://usbalumni.com) digital platform continued to increase contactable alumni and improve engagement with alumni.

At the end of 2020, 1 209 alumni were registered on the digital online platform. The student’s experience in digital engagement and Teaching and Learning is a firm focus, and runs parallel with the alumni digital experience, beyond social media. This gives USB faculty, staff and alumni a dedicated space to engage, and contributes to the opportunity to grow the number of contactable alumni. From the small but growing list of registered users, information is available on mentors and career growth and individual spaces for chapter, programme and unit interaction are provided. In 2020, campaigns were run to drive registrations, mentorship, and to inform final year students of their registration options.

All social media feed, access to the Careers Portal, USB-ED and IFR and Stellenbosch University’s online shopping facility increased in 2020. Three newsletters and USB information are posted on the platform, although the focus was more on networking and mentorship engagement between users, and less on posting an individual newsfeed. Access to all USB social media and newsfeeds is available on the platform.

Data on the platform and growth of users are reflected here:

**USBConnect Platform: As at end December 2020**



<b>Network Size</b>	22 567
<b>Registered Users</b>	1 209
<b>Users willing to help</b>	68%

## ENGAGE - Objective B: Grow mutually beneficial relationships with public and private sectors, and alumni

**Corporate engagement: Membership was taken out with the Cape Chamber of Commerce** for USB and USB-ED for 100 staff members and associates. During 2020, staff attended the events hosted by the Chamber, and Faculty presented at a minimum of three Chamber events. Micro membership was also taken out with the **Port Elizabeth, Eastern Cape Chamber of Commerce**. Both are leveraged to grow the alumni network as well as corporate engagement, by advertising through their channels.

An area of development for 2021 is the coordination with USB faculty and departments through alumni or other contacts in corporates, organisations and government to optimise and synergise engagement and build sustainable relations.

The USB Corporate Brochure is developed annually and may be viewed here : <https://www.usb.ac.za/wp-content/uploads/2020/09/USB-Corporate-Brochure-2020.pdf>



### Collaboration and joint events: Internal stakeholders and Alumni Association

A full list of Alumni Association events in 2020 is detailed in Annexure A. All alumni events are recorded and made available to participants and posted on YouTube afterwards. Participation and collaboration stakeholder events became more prominent in 2020. The approach to corporate engagement was to host *Alumni in Collaboratory events* with stakeholders. This extended to hosting co-branded events with *USB, USB-ED, IFR, Consulting Club, Career Leadership* office, including external stakeholders in a series of Thought Leadership events. Some examples are listed below:

**USB:** Alumni attended the 2020 USB Academic opening and a series of USB, USB-ED, IFR and Leader's Angle events during the course of the year. This included the *Inweek@USB, Lion's Den, and Research meets Industry*, where alumni entrepreneurs and alumni in the corporate sector are encouraged to participate to strengthen the USB-Student-Alumni engagement for sponsorship, research opportunities and talent spotting.

- **Meet and Greet new Director-elect:** A special event was hosted on **1 December** where the **USB Director-elect, Prof Mark Smith** invited alumni and students to engage virtually. Prof Smith values the role of alumni and students and wishes to foster a good working relationship between his office and these important stakeholder groups. The session was facilitated by **USB Coaching alumnus Ms Rebecca Mosehle**. It is foreseen that this engagement will continue to take place at regular intervals in 2021.



- **USB student recruitment:** A series of three virtual collaboratory events were hosted to support student recruitment with a Thought Leadership webinar presented by a programme expert, followed by a broad overview of USB programme information, and raising awareness of the next three sets of USB Open Days. Introductions of the relevant application contact people were made and application information posted in the chat boxes. Contact persons for the respective entities for applications are distributed to all participants after events. The series of events took place from 12h00 – 14h30 as follows:

Date	Alumni - Student - Corporate Webinar	USB Programme Information Session
21 August	Dr Ashenafi Fanta, USB, hosted by Shayo Imologome, West Africa <i>Implications of Covid-19 on infrastructure finance in Africa</i>	Prof André Roux, USB <b>USB Programme Information Overview</b>
28 August	Prof Martin Butler, USB, hosted by Dr Geraldine Abaidoo, Ghana <i>What can Africa contribute to the Fourth Industrial Revolution?</i>	Prof Meshach Aziakpono, USB <b>USB Programme Information Overview</b>
3 September	Prof Meshach Aziakpono, USB, hosted by Emma Rono, East Africa <i>The challenges and options of economic development financing in Africa during and after Covid-19</i>	Prof André Roux, USB <b>USB Programme Information Overview</b>

- **All internal stakeholders: USB Business Breakfast 2020: Leading through a crisis:** The annual USB Business Breakfast was hosted on **18 September** and attended by about 120 high-level stakeholders. The event was facilitated by **Prof Salomé van Coller-Peter**, and guest speakers were **Prof Piet Naudé, USB Director, Godfrey Motsa, CEO: MTN SA, Khatija Saley, MD and Founder: Generative Conversations, and Dr Nicky Terblanche, USB.** All internal stakeholders collaborated to make this event possible, and donated gifts to winning participants. Gifts included Amazon vouchers, Coaching sessions, an IFR Business Partner session, e-books, and a four-month subscription to SA Coaching News for all participants.



**USB-ED:** Stakeholders widely acknowledged the **Africa-focused webinar: Diversity and inclusion**, jointly hosted by USB-ED and USB Alumni Association on **22 October**, as a highlight of 2020.

This well-attended virtual event was presented and facilitated by **Prof Anita Bosch, USB**, with contributors **Shayo Imologome, Business Consultant and USB AA West Africa Chairperson**, and **Lucy Quist of Ghana, a Managing Director at Morgan Stanley, UK**, leading thought-provoking interactive discussions.

Alumni participated in **the Knowledge-sharing events hosted by USB-ED** (when hosted in-country, chapters invite senior local alumni from corporates to encourage engagement and to raise awareness of USB-ED offering). On **28 October**, alumni attended the virtual event on **Human capital and economic growth**.



The alumni Chapter Chairperson for Ghana acted as the Agent for USB-ED in Ghana and West Africa, leveraging the support of the alumni network in recruitment and raising awareness of USB-ED in Africa.

**Career Leadership:** The USB Alumni and Career Leadership offices closely coordinate on key areas and touchpoints for the mutual benefit of students and alumni. This includes the Mentorship programme, mentorship matching, the brochure, Masterclasses and events. Career Leadership office regularly contributes to AlumNet newsletter, supports alumni social media, and posts job opportunities on alumni platforms.



**Consulting Club: *Consulting in Africa:*** USB Consulting Club, in association with USB AA, hosted an Africa-focused webinar on **3 December**. Alumni in Africa requested an opportunity to engage with SA consulting firms and businesses to explore shared opportunities and challenges.

The presenters were **Omobolanle Adekoya**, partner PwC Nigeria, **Giles Waugh**, Associate Director Deloitte South Africa, and **Shayo Imologome**, CEO and Co-founder of StratNovate Consulting, and USB AA Chairperson West Africa.



**Institute for Futures Research (IFR):** Alumni office 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 USB AA Chapter committees.

In 2020, two events were held in collaboration with IFR, on **19 May** when the Director, **Dr Morné Mostert**, presented on *Scenarios for alternative African Futures: The Goldilokshin Framework* (Mauritius alumni), and on **2 October** when Eastern Cape chapter hosted an Alumni-Thought Leadership webinar on *Putting foresight into practice, a public and private sector perspective*.

**International office:** The USB AA has 15 chapters, of which ten are in countries outside South Africa. This provides ample opportunity to support the recruitment of international students and exchange students to the USB. These students are engaged during orientation sessions, and are included on the digital platform USBConnect, in all alumni programme and networking activities, virtual events, webinars and Masterclasses.

**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 and Canada, first events

Alumni are key to unlocking industry knowledge, potential research opportunities and other advancement opportunities for USB, and international alumni in industry and organisations ideally contribute to this goal. International visits, as proposed by USB, will be a further opportunity to pursue lifelong relationships with all international alumni in the form of an impact-focused visit that includes MBA students on the international study module (ISM), industry and academic knowledge-sharing, networking and engagement initiatives with stakeholders. Although the annual alumni event of the International Business School Network (IBSN) did not take place, USB AA will participate at the next opportunity.

**Stellenbosch Development Alumni Relations (DAR):** Stellenbosch University Alumni Relations Forum platform was convened for the first time in 2020. All SU alumni units convene quarterly to assess review and find synergies in an approach to SU alumni, while maintaining the unit’s individual identity. SU presents the Alumni strategy and operational plans, and all units contribute and leverage opportunities where possible.

It is planned to host collaboratory events with SU DAR alumni offices in Canada, UK, Namibia and Europe *in 2021*. The aim is to build networks, offer new opportunities for sharing knowledge, host joint dinners or wine-tastings, and link in with events to meet the SU Rector, USB Director, and Faculty.

**Institute of Directors Southern Africa (IoDSA):** Brett Hamilton and members of IoDSA presented a collaboratory event *How can I meaningfully contribute to Board decision-making?* on 18 October. The interactive panel discussion focused on *How can trust-based integrated thinking ensure long-term value for companies?* on 11 September. Participants included alumni, corporates and members of IoDSA.



This event led to IoDSA inviting USB alumni to attend their regular Boardroom Bytes @ 9 events for corporate members. IoDSA also offered discounted membership to USB alumni until end 2020.



**SU Innovus:** Alumni office participated in a first phase of exploratory discussions on the Innovus Recruitment project in October. In November, the potential of an online shopping facility, jointly with SU, was explored and agreed to. The SU facility is advertised on USB alumni web and digital platforms and the SU apparel is already available. It is planned that USB apparel will be added and available to alumni in 2021.

### Media and Communications

The USB Communications team provided firm support in creating marketing collateral for USB AA Alumni events, for media and social media. All identified and available media and communication channels and partners’ platforms are leveraged to reach out to alumni to share USB and stakeholder information. Alumni were featured in brochures, as programme brand ambassadors on the web, as guest speakers, and in the news.

**Website:** The Alumni webpages are reviewed and updated every six months with new information, corrections and additions made to items on alumni as USB programme brand ambassadors, achievers, impact stories, testimonials and alumni benefits, Exco and Chapter information. Alumni web pages are linked to [@USBAlumni](#), to facilitate the update of contact details.

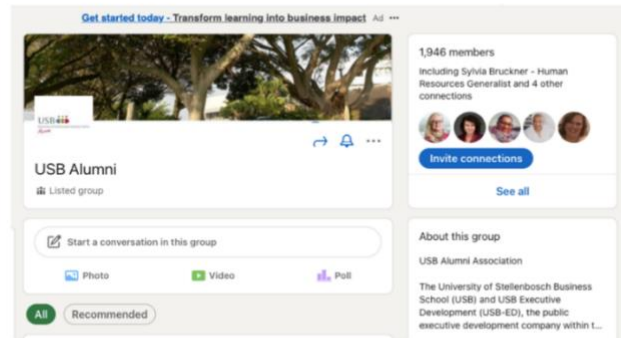
**Social media:** All alumni events and activities are posted on social media, including Twitter [@USBAlumni](#), LinkedIn, USB and recently USB Alumni Facebook.

**Top media Tweet** earned 2,012 impressions

28 Aug | Join us for a USB Alumni Webinar as Prof Martin Butler discusses what can Africa contribute to the Fourth Industrial Revolution. RSVP now: [bit.ly/3htzTOs](https://bit.ly/3htzTOs) @StellenboschUSB @USBCareers @ifrafrica @USB\_ED [pic.twitter.com/yekq3lrFQg](https://pic.twitter.com/yekq3lrFQg)



View Tweet activity View all Tweet activity



Followers show steady growth on all platforms, with LinkedIn and Twitter the strongest media for the alumni target group. All social media feeds of Alumni, USB, USB-ED IFR and Career Leadership office appear on the digital engagement platform USBConnect [@usbalumni.com](#) which serves as a link to the individual websites for viewers. Events campaigns are driven through mailers, social media, and Facebook (partners – Chambers of Commerce of Cape Town and Port Elizabeth). Partner content is mutually shared and supported. Increased sharing of Alumni content and engagement knowledge and event outcomes by USB Marketing Communications will aid access to a wider reach of alumni and leads.

**Branded material:** This year, branding was used at all virtual events, with the USB Alumni logo visible on all material presented to alumni. With the prospect of more hybrid events (virtual and in-person) in future, the mix of alumni-branded marketing materials will continue to include banners, tablecloths, alumni mint holders, chocolates, flyers, posters, information sheets, slides on TV monitors, programme details at chapter events and USB gifts.



A huge thank you to our alumni and corporate stakeholders. As we reflect on this extraordinary year, we realize that through the commitment of our alumni, stakeholders and partners, we have experienced growth, a true sense of belonging, and the value of lifelong relationships. The year 2020 called for agility and adjusting to new ways of working and new technologies amidst the absence of in-person engagement. Looking back, the USB Alumni Association made the most of opportunities to the benefit of us all.

[Read more](#)  
[Download USB Corporate Engagement Brochure](#)

**USB APPOINTS PROF MARK SMITH FROM GRENOBLE, FRANCE AS OUR NEW DIRECTOR**

Strong leadership skills, academic rigour, and belief in the value of research – this is what USB's new Director, Prof Mark Smith, will be bringing to the table when he takes up this position in October this year. He is currently Dean of Faculty at the Grenoble Ecole de Management in Grenoble, France, where he oversees more than 180 full-time academics.

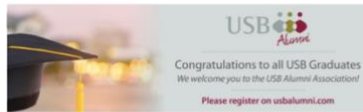


**USB ALUMNI THOUGHT LEADERSHIP NETWORK**

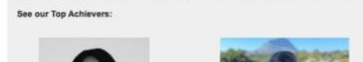


The Chairpersons of the USB Alumni Association, Mzumanga and Gauteng chapters, Elyssa Spreeth (top) and Vima Alexander, share their message of encouragement:

"The start to this year saw the phrase TwentyTwenty used to describe the new decade. As we end the second quarter of 2020, who would have imagined that the year would hold so many interesting new challenges? The advent of the COVID-19 has meant change for all of us, and despite the challenges this change has brought, USB has adapted and already this year has seen the Chapter Chairs across Africa and the Middle East meet for a strategic workshop and have the Alumni EXCO AGM. USB has risen to the challenge and converted into a fully online offering for students as well as alumni." [Read more >>](#)



**Celebrating USB Top Achievers 2019**  
Despite the unprecedented events during the course of this year, we are glad to have been able to acknowledge the outstanding achievements of our top students from 2019. If anything, the year's challenges are further testament to our students' resilience, as well as their ability to lead responsibly in times of uncertainty. Well done to all our award winners.



A wallet containing the alumni silver pin and pouch, calendar, mints, pen and an information card of the USB AA and USB-ED will be handed over to new alumni.

**Newsletters**

**AlumNet:** The Alumni newsletter was issued three times (February, July, September), and featured focus articles on stakeholder and alumni activities, journey and impact stories, chapter activities and achievements.

**Alumni Digest:** This was published three times on the digital platform, USBConnect, and featured a medley of articles and news on stakeholders, academics and alumni.

## Promotions

Alumni contributed widely through a range of channels to show commitment to, appreciation for, and to promote the USB. Some of the activities are listed below:

- *Shared journeys, studies and career, in stories, articles and presentations in class*
- *Provided messages of welcome to new students during Alumni Association: Orientation sessions*
- *Participated in video clips which are made available to all students through the Learning Hub.*
- *Committed to being brand ambassadors on the USB website for all individual programmes*
- *Provided testimonials as mentors in the brochure and on the web*

## Alumni Testimonials for student recruitment

Alumni delivered promotional testimonials at all USB virtual Open Day events, for each programme. **(Annexure B)**. These alumni are selected based on seniority, achievements and recommendations. Feedback received from the Marketing department states: *“The conversion rate for student applications increased from 35% to 75% delivered during the Open Day sessions, with many cases directly due to the quality of testimonials. 78% of applicants noted that the alumni testimonial was the deciding factor to apply.”*

## Brand Ambassadors

Alumni play a pivotal role as brand ambassadors for the USB in different roles. In 2020, these included the USB Alumni Chapter brand ambassadors as USB representatives in their regions and continents, contributing to the implementation of the USB strategy. Senior accomplished alumni were identified to be USB Programme brand ambassadors to new prospective students. They are featured on the USB programme webpages and set an example to new students who aspire to become USB graduates. Corporate brand ambassadors represent the USB in various capacities, including on the Advisory Board, in organisations, and as event speakers.

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

In support of the lifelong relationship, the journey starts with engagement of the prospective student. The following reflect touchpoints with students beforehand and also throughout the course of their studies.

**Prospective students:** Alumni are invited to deliver testimonials at all USB Programme Information sessions, and recruit new students in the chapters through corporate networks, events and other channels. This year programme information was made available to participants at all virtual events, together with the details of the USB Agents and USB programme contact persons. **(Annexure B)**

**Students:** The alumni programme reaches out to students throughout the course of their studies.

**Orientations:** An overview of the USB Alumni Association, the value proposition and benefits were presented during orientation sessions. Senior alumni joined in to share their journeys in the corporate world and to convey a personal message of motivation. Programme-specific videos with a welcoming message from senior alumni and a concise overview of the programme are available on Learning Hub for all students.

**During studies:** Students and alumni engaged in as many events as possible, and in 2020 these were mostly virtual, except the Student-Alumni Dinners hosted in November. The virtual engagement included:

- *Attendance and virtual networking with students during Research meets Industry events*
- *Alumni were guest lecturers as per invitation by faculty*
- *Alumni attending Consulting Club and Career events with students*

- *This year the Top Achievers event did not take place and the top student achievers were welcomed and celebrated with letters and awards. The research and journeys of some top achievers were shared in AlumNet, the alumni newsletter.*

**Alumni-MBA student dinners:** Student-Alumni dinners were hosted by Alumni and USB faculty on **25 November** in restaurants in the Western Cape, Eastern Cape, KZN, Gauteng and Namibia. This series will be extended to three times in 2021 (in March, July and September), and concludes with the formal farewell in November. These dinners provide an informal setting for students, alumni and USB faculty to engage and network with and introduce students to the USB AA.



Dear final year MBA student

**Graduations/certificate ceremonies and farewells:** Due to Covid-19 restrictions, both USB graduations in April and December, and USB-ED ceremonies and formal farewell events did not take place, or were hosted to a limited extent. Alumni usually present new alumni with a gift package and token and deliver welcome presentations and messages at all these events. This will be reviewed for 2021, according to the SU and national guidelines.

**Top Student Achievers:** Due to Covid-19 restrictions, the Top Student Achievers event did not take place in 2020. Letters of congratulations, certificates and trophies were sent via courier to all winners. A new sponsorship for three years was introduced to the Overall Best MBA student, kindly sponsored by Prof Prieur du Plessis.

The top three awards with prizes are now as follows:

- *Director's Award: sponsored by the USB Director*
- *Award for Futures-related PhD: Sponsored by Dr Morné Mostert*
- *Overall best MBA: sponsored by Prof Prieur du Plessis*

**MBA class reunion: 30-year and 10-year joint reunion**

The MBA classes of 2010 and 1990 hosted a joint reunion on Saturday, **29 February**. The MBA class of 1990 used their case study prize money to start the USB NPO programme as a social impact initiative, and this programme is currently a very popular programme for the NGO sector.

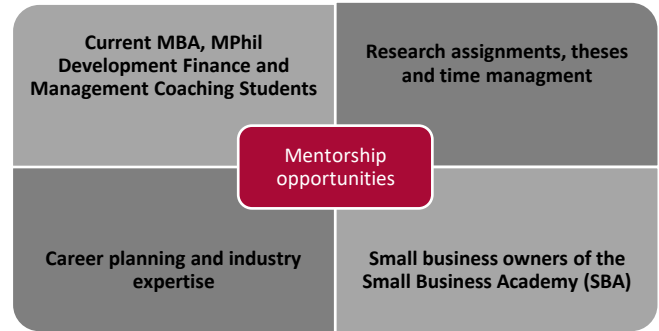
The Reunion programme commenced with an event on campus where ***Current insights into future trends and the social impact of the MBA programme*** were presented by senior lecturers Dr Jako Volschenk, Head: MBA programme, Mrs Doris Viljoen of IFR, and Dr Armand Bam, Head of USB Social Impact (SI). Afterwards the group attended a luncheon at Mont Marie, Paradyskloof, Stellenbosch and was joined by USB Faculty, Prof Wim Gevers.





## GIVE-BACK: MENTORSHIP

Alumni register on the digital platform USBConnect as mentors who are available to students. The number of mentors continued to increase and those available now represent a broad spectrum of industries, organisations and levels of expertise.



A Masterclass was hosted on **14 October** to provide a basis of understanding mentorship at the USB, and to share the fundamentals of mentorship in practice with registered mentors. **Prof Salomé van Coller-Peter** facilitated the session on *Return on relationships through intentional mentoring*.

**A Mentorship Brochure** was jointly developed by Alumni Office, Career Leadership, the SBA and LaunchLab.

The different types of mentoring required include:

**USB and USB-ED:** Students apply for mentoring throughout their studies, or for short or longer term agreements

**SBA:** Students require nine months of mentoring

**LaunchLab:** Entrepreneurs for 2-3 years of mentoring.



**Mentors registered on USBAlumni.com platform:** At the end of 2020, 1 194 alumni indicated their willingness to help mentor USB and USB-ED students in various formats. The top five countries with alumni mentors are South Africa, Namibia, Botswana, United Kingdom, and Nigeria. Registered mentors are invited to attend a Masterclass on Mentorship annually in October.



## ALUMNI BENEFITS

Since 2020, the alumni benefits package has been visible on the webpages and includes the following:

- *Institute of Directors Southern Africa (IoDSA): 20% discount on membership fees (until December 2020)*
- *Institute for Futures Research (IFR): 20% discount on courses*
- *Access to IFR Colloquiums, EMBA and MBA electives*
- *Chartered Institute of Management Accountants (CIMA): MBA alumni qualify for exemption from 7 of 12 modules*
- *Access to International Study Module (ISM) when registered as a student at USB*

- Access to speaker opportunities at USB, in the chapters, International Business School Network (IBSN) events, and award ceremonies
- Access to career services and events and research
- Access to library services according to SU guidelines
- Access to online shopping for SU-branded apparel through Take a Lot (also USB-branded apparel in 2021)
- Advertising of their businesses on the USB website

### Alumnus of the Year 2019 and nominations for 2020

The Alumnus of the Year 2019 was awarded to Mr Gerrie Fourie, CEO Capitec bank and MBA alumnus. The award was covered in the media, and on all USB media channels. Due to Covid-19 restrictions, the award will be handed over to Mr Fourie at an appropriate event later. He presented an insightful discussion as a guest lecturer at the **MBA class on 2 November**. Nominations for the *Alumnus of the Year 2020* opened in February 2021.



### CONTINUOUS LEARNING

The continuous learning programme offers a learning opportunity to alumni, students and corporate guests. These Masterclasses are four hours in duration and three virtual events were hosted during the year. The video links are posted on YouTube and made available to all participants.

*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 four-hour workshops are designed to contextualise theory, models, and frameworks with practical application in the workplace and for personal benefit.*

The Masterclasses followed a thematic approach in 2020, a year which required extraordinary resilience and adaptability of alumni leaders. The following Masterclasses were hosted in 2020:

**Masterclass 1: The LeaderShift, going from vertical (leadership) to horizontal leadership (membership)** on **21 February** was presented by **Luc van der Hofstadt, Mentally Fit**. This event was followed by a similar, refocused presentation for USB staff as part of the Wellness programme.



**Masterclass 2 (virtual): Leadership competencies in a VUCA world** was presented on **29 May** by **Dr Dorrian Aiken, Master Integral Coach and Certified Thinking Environment Coach.**

The topic embraced current neuro-scientific evidence for the behaviours that build resilience in self and in those we lead in times of volatility, uncertainty, complexity and ambiguity.



**Masterclass 3 (virtual): Return on relationships through intentional mentoring: Crucial mentoring conversations** was presented on **14 October** by **Prof Salomé van Coller-Peter (USB) and Zandile Njilo, Occupationally Directed Education Training Development Practitioner** to registered USB mentors. Online books were given to participants.

**SURVEYS**

**Event surveys:** Customer experience surveys are distributed after each alumni event and feedback is incorporated in the planning. Every interaction with alumni, corporates and organisations provides an opportunity to build reputation and to measure customer experience. The Alumni event surveys are based on the following questions:

Relevancy of topic	Speaker / Presenter Facilitator	Workshop programme (time allocation, audio-visual, interaction)	Logistical arrangements of the event	Event costs and accessibility (booking and payment procedures)	Were your expectations met?	Advice for future Alumni webinar events.	What should we keep on doing?	What should we do differently?	Other recommendations
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**Some highlights from the surveys include:**

- *Perhaps post Covid-19 continue to have an online version for individuals who cannot attend the physical location.*
- *To have more webinar presentations on the effects of Covid-19 in Africa and the world*
- *The topics are very relevant, the polls are very interesting, and provides (sic) even more insight for everyone than when people are asked to raise their hands in a room. Focus on post Covid-19 solutions; Economy revival interventions, focus on entrepreneurial interventions due to job losses; Zoom into the health sector.*

**Research Surveys Students:** A limited number of research surveys are sent out to alumni each year. The Alumni Office assists students to send out these research surveys, once ethical clearance and institutional permissions have been obtained. The communication is coordinated with the student, and the survey is disseminated to the target cohort of alumni. In 2020, two MBA surveys and one PhD survey were completed.



**Global Alumni Survey:** The Global USB Alumni Survey, which takes place every three years, is planned for **September 2021**. The survey is distributed to all alumni and the results and insights obtained inform the USB Alumni strategy for the next term. This is in addition to focus discussions with internal and external stakeholders. The survey will be compiled with input from internal and external stakeholders.

## 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 the Chairpersons of the USB AA Chapters attended a Strategic Workshop on **10 March 2020** at USB. The USB Agent for Africa was also invited to join the group to synergise activities in the relevant chapters. All USB Programme Heads, USB-ED and IFR presented on their units and highlighted how alumni can optimise implementation of the USB Strategy within this framework. Individual chapters concluded their plans at the session and presented at Exco on **11 March**. Since the national lockdown started soon afterwards, the plans were adjusted for risk, and from April onwards, implemented as virtual events. A number of in-person networking activities took place prior to the national lockdown and in total, alumni engaged in **31 USB AA events** throughout the year. Alumni are also invited to, participate in, and are sometimes guest speakers at events hosted by USB Marketing (corporate events), Entrepreneurship, Centres, USB-ED, IFR, Career Leadership and Consulting Club.

**Western Cape:** The chapter hosted an Alumni-Business Dialogue on campus on **27 February**. Dr Morné Mostert, IFR, presented on *Scenarios for alternative African Futures: The Goldilokshin Framework*.

On **25 June**, Western Cape hosted a virtual event with **Shukri Toefy**, who presented on *The entrepreneurial spirit in disruptive times*. This chapter also delivered testimonials, provided mentorships to students, attended international incoming group functions, and arranged MBA student-alumni dinners.

**Gauteng:** The chapter hosted a series of three *Morning coffee* sessions on **31 July, 7 and 14 August** when speaker **George Woods** led discussions on seven of **21 Covid lessons that will teach business how to survive**. Another event was facilitated on **18 June** when **Prof André Roux** presented on *Covid-19: The unintended consequences*.



COVID-19:  
The Unintended Consequences

Alumni Webinar with Prof André Roux  
Online | Thursday, 18 June | 10h00 CAT

COVID-19 has presented some unexpected challenges that urge us towards reimagining macroeconomic policies. Join Prof André Roux and George Woods for the Alumni Webinar, as they reassess our situation during these uncertain times.

Facilitated by the Gauteng Chapter and George Woods  
[Book now >>](#)



The Entrepreneurial Spirit  
in Disruptive Times

Alumni Webinar with Shukri Toefy  
Online | Thursday, 25 June | 17h30 CAT

Being an entrepreneur requires very special qualities: resilience, candour and foresight - all of which come under duress during times of hardship. Watch Shukri Toefy in this Alumni Webinar as he helps entrepreneurs through economic challenges.

Facilitated by the Western Cape Chapter  
[Book now >>](#)

The chapter assisted with testimonials and mentorships, and attending an MBA student-alumni dinner. Other activities included alumni delivering testimonials at the USB information sessions and Leaderex, attendance at the Business Breakfast, and providing mentorships to USB students.

**Namibia:** The chapter hosted a thought-provoking Story-telling event on Leadership presented by **Schalk Pienaar** on **26 June** on the topic of *Against the odds*. Alumni attended the Student-Alumni dinner in November. Namibian MBA alumnus, **Nangula Kauluma** was invited to the USB Knowledge-sharing session with staff on **28 August** as an employer representative to share from experience and take some questions from the faculty.

**Eastern Cape:** The chapter hosted an IFR-focused Alumni-Thought Leadership webinar on **2 October** on *Putting foresight into practice*. Two senior futurists shared theory stories and lessons learned from recent projects: **Dr Njeri Mwangiru** on *Foresight in the public sector* and **Mrs Doris Viljoen** on *Foresight in the private sector, organisations*.

**East Africa:** The chapter hosted the third of three collaboratory events, an Alumni webinar and USB Programme Information session. The third on **3 September** was presented by Prof Meshach Aziakpono on *The challenges and options of economic development financing in Africa during and after Covid-19*. The Chapter Chairperson for East Africa, Emma Rono, facilitated the session.

**Mpumalanga:** The chapter hosted a virtual interactive discussion on **14 May**, led by **Dr Piet Croucamp** on *The new political normal in the aftermath of Covid-19 pandemic*.

**Ghana:** The chapter hosted the second of three collaboratory events, an Alumni webinar and USB Programme Information session. The second one on **28 August** was presented by **Prof Martin Butler** on *What can Africa contribute to the Fourth Industrial Revolution?* The Ghana Chairperson Dr Geraldine Abaidoo facilitated the session. She was the Leading Agent for USB-ED in Ghana in 2020 and assisted with corporate engagement to promote USB-ED in Ghana and West Africa.



**Botswana:** The chapter participated at USB-ED Knowledge-sharing events, aimed at engagement with the corporate sector and clients. The chapter facilitated a virtual Alumni-Thought Leadership webinar with **Dr Mbako Mbo, chief financial officer, Standard Chartered Bank, Botswana** on **13 August**. Dr Mbo presented on: *The diminishing role of the State enterprise – trends and realities*. Alumni also participated in the USB-ED Knowledge-sharing workshop on **27 March**.



**KZN:** The chapter hosted a virtual webinar on **23 July**, with Prof Arnold Smit, USB and Mr Maarten Ackerman of Citadel. The theme focused on: *Grow mutually beneficial relationships with public and private sectors*. The speakers approached the discussions from different perspectives, with Prof Smit on *Dealing with grief and loss at work*, and Mr Ackerman on *The world after Covid – opportunities, winners and losers*.

**Eswatini:** This new chapter hosted a virtual Thought Leadership webinar in association with USB-ED on **13 November**. The event was titled *Looking forward: Kingdom of Eswatini's economic recovery strategy after Covid-19*. The event was facilitated by three panellists who each presented from a unique perspective, followed by engagement with participants. The three panellists were **Prof Meshach Aziakpono, USB, Bonang F. Mohale, Chancellor of the University of the Free State and Chairman of the Bidvest Group Limited, and Mvuselelo Fakudze, Chief Executive for Standard Bank Eswatini**.

### LOOKING FORWARD: Kingdom of Eswatini's Economic Recovery Strategy after Covid-19

A webinar facilitated by USB Alumni's Eswatini chapter, and enabled by Zoom



**West Africa:** The chapter hosted three collaborative events, including two Alumni webinars and an Information session. The first totally virtual webinar on **16 April** was facilitated by award-winning influencer and businesswoman **Toyin Sanni** on ***Covid-19: Navigating the economic effects and commercial implications globally and locally.*** The other webinar on 21 August was hosted by Shayo Imologome and presented by **Dr Ashenafi Fanta** on ***Implications of Covid-19 on infrastructure finance in Africa.***



The West Africa chairperson **Shayo Imologome** was also facilitator and guest speaker at a series of alumni, corporate and collaborative events during the course of the year, most notably the **USB Entrepreneurship Founders Forum** event on **27 August** called ***Entrepreneurship – It’s a woman’s world*** as well as the **Diversity and Inclusion** webinar on **22 October**.



**Canada:** This country forms a new addition as a chapter for the USB AA. The new chapter chairperson is Mr Theunis van der Linde, MBA alum who works at Helios Consulting. He intends to collaborate with the local SU representative to reach out to all alumni in the greater Canada.



This new chapter facilitated a first virtual Alumni-Thought Leadership webinar with **Kait Dinunzio, Helios Consulting, Canada** on **9 September**. The session was facilitated by Theunis and Kait presented on ***Understanding the change curve as it relates to adapting quickly.***

**United Kingdom:** **Dr Mehran Zarrebini, Chairperson, UK,** and **Dr Stewart Southey,** jointly facilitated a Thought Leadership webinar on ***Blockchain for supply chains in Pharma*** on **30 June**.



**Mauritius:** An event with alumni in Mauritius was hosted on **19 May** at the Maison Eureka, Moka, Mauritius.

The event was facilitated by the USB Agent for Africa and Mauritius, where **Dr Morné Mostert, IFR,** presented on ***Scenarios for alternative African Futures: The Goldilokshin Framework.*** The event was in-person and included USB corporate clients.

## MEASURING IMPACT

The engagement metrics are considered in relation to **volunteerism and give-back, engagement, and stakeholder collaboration**.

*Volunteerism and financial contributions* are regarded as the two top measurements for impact of the USB AA. This year, we attempted to reflect some of the *volunteer hours* as a metric. The high level of commitment and enthusiasm is evident through all the activities reported. USB alumni chapters and contributors to testimonials, mentorships, journeys and stories, media and guest speakers. USB AA volunteerism and give-back are firm strengths, but financial sponsorship and high level donors need to be leveraged more.

*Engagement:* While participation matters most, actual registrations and attendance reflect the overall interest. In 2021, more targeted nurturing is planned to convert this group into active participants, volunteers and donors. Although the USB AA measures mostly quality over quantity, alumni engagement with all internal stakeholders increased significantly. This was largely attributed to the switch to virtual events which opened the events to global alumni, and eased the collaboration with stakeholders.

*Stakeholder collaboration:* The strength of internal and external stakeholder collaboration contributes to the implementation of the USB strategy and objectives. The recommendation is that internal stakeholders increase interaction with, and leverage the Alumni Association chapter network for the purposes of student recruitment, corporate engagement, donor potential and sharing of content. Alumni want to engage with their academics. Data mining to identify the top engagers and influencers on social media, top participants, contributors, high net worth individuals, and corporate alumni should all contribute towards substantial USB advancement and investment.

### Metrics and Milestones

These were identified to monitor and evaluate progress over the past year, compared to the past four years. Question informing the metrics were: “How does it impact the USB” and “In which areas can we bring worth?” Communications and activities were tailored to stakeholder needs across the USB, but an increase in Alumni – USB Programmes will strengthen the relationship with USB. A traditionally high return on volunteerism (from the heart) was again noted, with less focus on funds raised (investment). The aim is to shift the emphasis in 2021 towards investment.

Metrics	2018	2019	2020
Number of USB AA Chapters	14	14	15
Thought leadership Alumni Chapter events	42	29	15
Alumni in association with stakeholders: Collaborative events	Included above		22
MBA Student-Alumni dinners	n/a	n/a	5
Alumni Masterclasses	4	2	3
Attendees at Alumni-led events	900	1 500	1 900
Mentors available	110	500	649
Volunteer hours (+/-)	-	-	200
Testimonials at USB Information Sessions	95%	100%	100%
Alumni engaged on USBConnect Alumni digital platform	0	900	1 209
Followers on Alumni Twitter	1 890	2 190	2 292
Number of LinkedIn members in USB Alumni group	1 780	1 889	1 946
Corporate hosting of international and MBA students	3	6	n/a
Number of Alumni Impact stories, journeys curated and shared	11	14	22

## Strategies and objectives for 2021

<b>1. CONNECT: Connect with stakeholders to optimise engagement</b>
<b>GOAL: To ensure we reach as many alumni and corporates, and institutions as possible</b>
<ul style="list-style-type: none"> <li>• Optimise update of alumni data through all channels to improve access to alumni</li> <li>• Mine alumni data to identify segments and cohorts of alumni for targeted engagement</li> <li>• Map growth of stakeholder engagement – partnership growth</li> <li>• USB Alumni global survey to inform new cycle of strategy</li> </ul>
<b>2. ENGAGE: Optimise visibility, collaboration and engaged relationships with alumni and stakeholders</b>
<b>GOAL: To optimise visibility and engagement with internal and external stakeholders for mutually beneficial relations</b>
<ul style="list-style-type: none"> <li>• Optimise brand visibility through all available media channels</li> <li>• Grow engagement with alumni through events, testimonials, brand and programme ambassadors, impact stories</li> <li>• Collaboratory events to optimise engagement with internal and external stakeholders</li> </ul>
<b>3. GROW: Cultivate and nurture lifelong mutually beneficial relationships through activities responsive to stakeholders' changing needs</b>
<b>GOAL: To nurture lifelong relationships through informed responses to changing needs of USB stakeholders.</b>
<ul style="list-style-type: none"> <li>• Grow the lifelong relationship with USB alumni through activities for prospective students and current students</li> <li>• Continuous learning opportunities</li> <li>• Advancement: Engage strategically placed alumni to advance USB institutional needs</li> <li>• Access to benefits, give-back/advancement for USB and segmented events for women and new alumni</li> <li>• Mentorship programme</li> </ul>
<b>4. STRENGTHEN: Enhance the USB Alumni Association to leverage the value of alumni as stakeholder resource.</b>
<b>GOAL: To strengthen the USB AA as a primary local and international stakeholder to optimise USB deliverables.</b>
<ul style="list-style-type: none"> <li>• Strengthen and grow the USB AA Exco and Chapters as key associate of the USB and USB-ED</li> <li>• Leverage the 15 Chapters' global network to grow advancement and share USB and USB-ED content</li> <li>• Develop and implement chapter-specific plans which may include corporate engagement, training in organisations, bridging courses, mentor circles, industry joint projects, chapter Thought Leadership webinars, student recruitment</li> </ul>

**We thank alumni for being always ready to give-back and for being excellent ambassadors of the USB.**

The year 2020 called for agility, adjusting to a new way of working, learning and implementing new technologies, and a different engagement. The changed circumstances provided a growth opportunity to engage and share USB and alumni knowledge and expertise much more broadly in the alumni ecosystem.

In 2020, USB AA lived up to the USB vision of being globally recognised as a source of value for a better world. Alumni's role in building the reputation of the Business School and the Alumni Association and the engagement with internal and external stakeholders strengthened our brand and networks. All the contributions of event speakers, impact stories, brand ambassadors, mentors, and the testimonials delivered reflect the true sense of belonging and the value of a lifelong relationship.

We thank our Exco, USB and USB-ED's leadership, the Institute for Futures Research (IFR), USB's Small Business Academy (SBA) and SU for their support, and also our alumni for contributing to the proud legacy of the USB and the USB Alumni Association. We look forward to an inspiring 2021!



**Christélie Cronjé, Manager: Alumni and Stakeholder Relations**

**March 2021**



## Annexure A: Alumni Association Events 2020

### A Summary of the 2020 USB and Alumni Chapter Activities

CHAPTERS	EVENT FORMAT	DATE	TOPIC	GUEST SPEAKER(S)
WESTERN CAPE	In-person event	27 February	The Madrid Scenarios revisited – Options for alternative South African Futures	Dr Morné Mostert
	Online - Zoom	25 June	The entrepreneurial spirit in disruptive times	Shukri Toefy
EASTERN CAPE	Online - Zoom	2 October	Putting foresight into practice – a public and private sector perspective.	Dr Njeri Mwangiru and Mrs Doris Viljoen
GAUTENG	Online - Zoom	18 June	Covid-19: the unintended consequences Macro Economic Policy reimagined	Prof André Roux
		31 July, 7 August	21 reasons: the Covid lessons that will teach businesses how to survive	George Woods
		14 August		
KWAZULU-NATAL	Online - Zoom	23 July	Dealing with grief and loss at work The world after Covid – opportunities, winners and losers	Prof Arnold Smit and Maarten Ackerman
MPUMALANGA	Online - Zoom	14 May	The new political normal in the aftermath of Covid-19 pandemic	Dr Piet Croucamp
NAMIBIA	Online - Zoom	26 June	Against the odds – leadership in tough times	Schalk Pienaar
BOTSWANA	Online - Zoom	13 August	The diminishing role of the State enterprise - trends and realities	Dr Mbako Mbo
WEST AFRICA	Online - Zoom	16 April	Covid-19: Navigating the economic effects and commercial implications globally and locally	Ms Toyin Sanni
ESWATINI	Online - Zoom	13 November	Looking forward: Kingdom of eSwatini's economic recovery strategy after Covid-19	Prof Meshach Aziakpono, Prof Bonang Mohale and Mvuselelo Fakudze
UNITED KINGDOM (UK)	Online - Zoom	30 June	Blockchain for supply chains in Pharma	Dr Stewart Southey and Dr Mehran Zarrebini
CANADA	Online - Zoom	9 September	Understanding the change curve as it relates to adapting quickly	Ms Kait Dinunzio

### USB Alumni Masterclasses in 2020

EVENT DATE	EVENT FORMAT	EVENT TOPIC	EVENT FACILITATOR(S)
21 February	In-person event	The LeaderShift, from leadership to membership	Dr Luc van der Hofstadt
29 May	Online – Zoom	Leadership competencies in a VUCA world	Dr Dorrian Aiken
14 October	Online – Zoom	Return on relationships through intentional mentoring: crucial mentoring conversations	Prof Salomé van Coller-Peter and Zandile Njilo

### USB-ED Certificate ceremony

Alumni usually present the USB AA and welcome new alumni at all USB-ED graduations. In 2020, one virtual ceremony was attended.

CHAPTER	DATE	EVENT FORMAT/VENUE	ALUMNUS
Western Cape	3 December	Online – remotely	Dr Edo Heyns

**USB Alumni Association activities in collaboration with internal stakeholders in 2020**

EVENT PARTNER(S)	DATE	EVENT TOPIC	GUEST SPEAKER(S)
USB-ED Knowledge e-sharing – Africa online <i>Virtual events</i>	27 March 20 May 29 July  28 October	Erasing borders Scenarios for a post-Covid world What leaders can learn from Covid-19 on how to manage change Human capital and economic growth	Dr Njeri Mwangiru Dr Morné Mostert Sonja Swart  Prof André Roux
Institute of Directors Southern Africa (IoDSA) <i>Virtual event</i>	18 November	How can I meaningfully contribute to Board decision-making?	Barrie Jack and Jonathan Rens
Institute for Futures Research (IFR) In-person event  <i>Virtual events</i>	12 March  19 May  27 November	How can trend analysis help you to make sense of a VUCA world? Scenarios for alternative African Futures: The Goldilokshin Framework IFR Business Futures launch and workshop	Dr Morné Mostert  Dr Morné Mostert  Dr Morné Mostert, Dr Njeri Mwangiru, Doris Viljoen
USB MBA Class reunion In-person event	29 February	On-campus visit with senior lecturers on current insights into future trends at the USB	Dr Jako Volschenk, Dr Armand Bam, Doris Viljoen
USB Business Breakfast <i>Virtual event</i>	18 September	Leading through a crisis	Prof Piet Naudé, Khatija Saley, Godfrey Motsa and Dr Nicky Terblanche
USB/USB-ED Collaborative webinar <i>Virtual event</i>	22 October	Africa, one of the most diverse continents in the world: How should leaders harness organisational diversity and inclusion?	Prof Anita Bosch, Shayo Imologome, Lucy Quist
Career Leadership/ Consulting Club <i>Virtual events</i>	27 August  18 November 3 December	Founder's Forum: Entrepreneurship – It's a woman's world  Lion's Den Entrepreneurship Consulting in Africa	Shayo Imologome, Rezia Pretorius, Tania Wantenaar, and Aisha Pandor Seraj Toefy Shayo Imologome, Giles Waugh, Omobolanle Adekoya
USB <i>Virtual events</i>	20 November 25 November  1 December	Inweek@USB - Research meets Industry USB MBA Elective dinner: Western Cape, Eastern Cape, KZN, Gauteng and Namibia Engagement session with the new Director-elect, Prof Mark Smith	USB Faculty Chapter chairs and Faculty  Prof Mark Smith and Ms Rebecca Mosehle
USB Leader's Angles <i>Virtual events</i>	23 April 17 June 26 August 26 August	Digital resilience: Flattening the curve on cybercrime The social impact mindset Who gets in and why? Inaugural Development Finance Forum	Prof Martin Butler Kevin Chaplin Prof Jonathan Jansen USB Faculty

**Combo series: Alumni webinars and USB information sessions**

Alumni chapters hosted the combination events on an Africa industry theme and overview of USB Programme Information.

CHAPTER	DATE	EVENT TOPIC	GUEST SPEAKER(S)
West Africa	21 August	Implications of Covid-19 on infrastructure finance in Africa.	Dr Ashenafi Fanta and Prof André Roux
Ghana	28 August	What can Africa contribute to the Fourth Industrial Revolution?	Prof Martin Butler and Prof Meshach Aziakpono
East Africa	3 September	The challenges and options of economic development financing in Africa during and after Covid-19	Prof Meshach Aziakpono and Prof André Roux

## Annexure B: Alumni Testimonials 2020

### USB Open Days: 7-30 September & 19-23 October

Alumni presented testimonials at each of the following virtual events for USB programmes.

#### 2020 USB Programme Open Day

Programme	Date	Alumnus
MBA	7 & 28 September, 19 October	Salma Seedat
		Mawadda Cassiem-Majal
PGDip BMA	7 & 28 September, 19 October	Albert Brand
		Arthur Price
		Leslie Thomas
Development Finance	8 & 29 September, 20 October	Ronel Sindo
		Sihle Mncube
		Shivangi Bhagwan
		Godfrey Tsikani
Futures Studies	9 & 30 September, 21 October	Deidre Samson
		Doris Viljoen
		John Dammert
Management Coaching	9 & 30 September, 21 October	Bianca Solomon
		Suzette Cain-Dlamini
PGDip Leadership Development	10 September, 1 & 23 October	Neal Reynolds
		Nicholas Taylor
		Dr Hermina Vorster
PGDip Financial Planning	10 September, 1 & 23 October	Dilshaad Samsodien
		Enrico De Nobrega
		Mike Savva
		Janus Engelbrecht
PGDip Project Management	11 September, 2 & 23 October	Jessica Vervalle
		Akhona Ngqata

### USB Open Days: 2-6 November

Alumni presented testimonials at each of the following virtual events for USB programmes.

Programme	Date	Alumnus
MBA	2 November	Poonam Harry-Nana
		Zibu Masotobe
		Kamilah Collison
		Virna Alexander
PGDip BMA	2 November	Albert Brand
		Duane Ambrose
Development Finance	3 November	Ronel Sindo
		Simba Mudimbu
		Sharon Maramba
Futures Studies	4 November	Deidre Samson
		Jonathan Cherry
		Zane Horrell
Management Coaching	4 November	Brenda Eckstein
		Suzette Cain-Dlamini
PGDip Leadership Development	5 November	Dr Hermina Vorster
		Motshidisi Mazibuko
PGDip Leadership NPO	5 November	Isabel Wolf-Gillespie
PGDip Financial Planning	5 November	Enrico De Nobrega
		Monique Malan
PGDip Project Management	6 November	Jessica Vervalle
		Akhona Ngqata

