



Knowledge economy
consultants

Company Profile

Last updated: 10 August 2006

Radian is a professional services firm expert in helping public and private sector organisations address the challenges and opportunities of the globalised and digitally networked world. We do this by providing research, strategy, change management, developmental and marketing consulting services on a project basis. At the core we assist private firms and public sector institutions to make better use of technology.

We research, strategise, plan and implement business improvement projects for a wide range of public and private sector clients, locally in South Africa and internationally. Mostly these projects are at the intersection of business operations and technology.

Our **skills and capabilities** include:

Business analysis and strategy development	Industry and market research, business needs analysis, process modelling and engineering, preparing white papers and policy writing, business planning We have researched a variety of industries and business opportunities for clients, and have experience of all aspects of defining, assessing and presenting findings and recommendations. We have good financial analysis experience, and good writing and presentation skills
Technology definition and specification development	Identifying technology trends, market definition and user needs, and technology specification, together with supporting business process definition, implementation and management We have researched and defined the parameters of products and services ranging from healthcare management systems to video archiving

Project implementation management and change management	Defining, planning and executing business and technology projects of all types We have been involved in a variety of projects in both the public and private sector, including development of new products such as free computer access for citizens, healthcare diagnostic tools, knowledge directories and database services, FMCG and communication services
---	--

Our areas of **expertise and interest** include:

Strategy development and alignment	Alignment of customer needs, management objectives and plans, and delivery processes We have wide experience of industry and business research, and strategy development through goal setting, alignment of objectives, processes, resources and tasks, and monitoring
All things Internet	e-business and e-government, online applications, domain management, web and email communication, telecommunications We have advised local, national and international governments and agencies on aspects of Internet governance, and provide Internet related services to businesses and private clients
Knowledge management	Identifying and making available all information needed to develop and deliver products and services We have experience of knowledge system engineering, the use of knowledge management tools, identification and sourcing of information content, and system maintenance. We also have experience of soft KM techniques. Currently experimenting with the use of wikis as a KM tool
Systems analysis	Using systems analysis and systems thinking tools to approach complex business problems We use a systems-based approach to client projects. We are usually able to quickly develop a holistic view of business problems and challenges

Our **industry sector experience** covers:

Municipal, provincial and national government	We have lead e-Government projects for The City of Cape Town, Provincial Government of the
---	--

	<p>Western Cape, Eastern Cape Provincial Government, national departments of Communications, Trade & Industry, Public Service Administration and others</p> <p>As a consequence we have a good understanding of how government thinks and operates. We understand its service delivery challenges and socio-economic imperatives, including developmental economics</p>
Telecommunications industry	<p>Through telecommunications related work for the City of Cape Town, projects for internet service providers associations, work for Transnet on Transtel, and the establishment of our own ISP, we have gained good experience in the technologies and business issues that characterise this sector</p>
Healthcare industry	<p>We have had long business involvement in the healthcare industry, from the pharmaceutical industry through to diagnostics, medical insurance and managed care. Two current clients provide knowledge management services to the industry, and operate a healthcare recruitment service</p>
Consumer services	<p>Service process design and service delivery management have been at the centre of a number of projects that we have led for both public and private sector clients, including the City of Cape Town and South African Airways. Research to align service process outcomes with target customer expectations has become a particular area of interest and experience – especially in relation to technology based services</p>

Our business ecosystem

Radian is the consulting division of **Future Perfect Corporation** (www.futureperfect.co.za). Future Perfect Corporation also runs the niche ISP **Vanilla** (www.vanilla.co.za) to facilitate the management of domains, web sites, e-mail hosting and mailing lists, and voice services. Vanilla is also a partner with Vodacom for mobile data products

Future Perfect Corporation has an interest in a number of associate companies and projects, including knowledge management experts **Knowledge Crucible** (www.kcrucible.za.net), and Billy (www.billyengine.com), which is an automated billing management system.

Associate companies with whom we work closely include Nitric Industries (www.nitric.co.za), Duo Marketing (www.duomarketing.co.za), Connection Telecom* (www.connection-telecom.com), Jam Warehouse

(www.jamwarehouse.com), Fur (www.fur.co.za), Imagineer (www.imagineer.cc) and Ingenium.

We also are involved with a range of civil society organisations. Alan Levin is the chairman of the Internet Society (www.isoc.org.za), sits on the board of the .za domain name authority (www.zadna.org.za), and the African Network Information Centre (AfriNIC) (www.afrinic.net) which is the regional Internet registry. Raven Naidoo sits on the board of The Cape IT Initiative (www.citi.org.za).

We are supporters of open source and open content.

Future Perfect Corporation was established in 2001. The company is 51% PDI owned, and fully owned by its management.

Our track record

Current and recent clients include:

- The City of Cape Town – IT Directorate
- The City of Cape Town – Smart City Office
- The City of Cape Town – Department of Health
- City of Cape Town – Department of Economic Development
- The Provincial Government of the Western Cape – Department of Economic Development
- The Provincial Government of the Western Cape – Centre for e-Innovation
- The Provincial Government of the Western Cape – Department of Housing
- The Shuttleworth Foundation – Go Open Source campaign
- Transnet
- The CSIR
- South African Airways
- MEDPages
- The UK Department For International Development (DFID)
- The Presidential National Commission
- The Department of Public Service – Centre for Public Service Innovation
- Calling the Cape
- The African Internet Service Providers Association
- The South African Internet Service Providers Association
- The Eastern Cape Development Corporation
- The Internet Providers Association

- OpusHealth
- The Cape IT Initiative
- The Bar Coding Alliance group of companies
- BizCommunity

Resumes of management

Alan Levin BSc MBA

Alan Levin is a specialist in change and governance. In addition to actively participating in global information society policy making activities, he drives institutional strategy and helps with information society research and development projects. Levin has actively built communities of interest at a global, regional, national and local level and continues to focus on creating new information society jobs, driving economic and social development in Africa.

Levin currently serves on a number of governing bodies including the Board of the African Regional Internet Registry (AfriNIC), the .za Domain Name Authority, the Internet Society (Cape Town Chairperson, National Vice-Chair), the Bandwidth Barn (a co-operative incubator) and various other public sector organisations. Alan is the founding treasurer of the newly created - US based - Public Interest Registry.

Levin created and implemented the e-government strategy for the Provincial Government Western Cape and recently lead a team responsible for implementing the first route name server in Africa. He continues to work on various e-government projects and is assisting the United Nations and UK Department For International Development on various strategic and research projects for the developing world. He participates in ICANN and operates AfriDNS, providing information about African country code domain names. Alan was elected IT Person of the Year by the Computer Society, Western Cape in 2001-3.

His qualifications include a BSc with majors in Computer Science and Industrial Psychology, and an MBA from UCT. He is widely experienced in the appropriate use and management of open source software and applications. Alan is a founder and executive of Radian.

Dr Raven Naidoo BSc MSC PHD

Raven Naidoo has unparalleled experience of business and economic development, especially in the technology sector. Since 1994 he has initiated and managed a number of government sponsored and other business development initiatives, including director and architect of the Government's premier small business development projects on Technology and Innovation

Management, and Technology and Corporate Strategy; consultant to the Ministry of Trade and Industry and Coordinator of the World Bank study on Technical and Marketing Support to South African SMEs; consultant to the Ministry of Trade and Industry and Coordinator of the British ODA investigation into Business Support Services; member of the Dept of Communications e-Commerce reference team; Senior Consultant to the Cape Town Unicity on the development of an IT Strategy for the Cape Town Unicity and the Development of a Smart City; Senior Consultant to Wesgro on the State of the ICT Industry in the Western Cape; and consultant to Siemens SA on Mobile Business and the Internet.

He was the founding managing Director of Capricorn Park, and was also the managing director of the WorldOnline division of Vodacom. Most recently he has been active in the formation of a Primgro, a black empowerment holding company as well as undertaking business development projects. He has board level positions at The Cape IT Initiative (CITI)- where he is Chairman, and the Cape Town International Convention Centre (CTICC).

Raven has a B.Sc. from the University of Durban-Westville, an M.Sc. in Physics from the University of Durban-Westville, a Ph.D. in Physics from the University of Cape Town, and a Masters degree in the Management of Technology and Innovation from the University of Sussex, UK. He is the CEO of Future Perfect Corporation.

Mark Neville BSc MBA

Mark is an experienced business manager, project manager and business analyst. He is currently a partner of Radian, a knowledge economy consulting firm focused on helping private firms and public sector institutions make better use of technology. He fulfils the role of Radian CEO, as well as CEO of Vanilla, a niche Internet service provider (ISP). Radian has developed unequalled experience in e-government, telecommunications and healthcare through work for government entities in all spheres, providers and users of telecommunications, and advising on the use of technology for the provision of services for the healthcare industry.

He has a marketing background, developed whilst working for publicly listed international companies in both Africa and the UK. He has a strong process orientation, and is experienced in the management of technology and its application to deliver against marketing goals.

Mark's current professional interests are in service process design, knowledge management, and strategy consulting. Service management and knowledge engineering are critical competitive elements in the knowledge economy; Mark has gained experience and insight into how these should be folded into business strategy through his consulting work for Radian clients.

Mark has an MBA from the University of Cape Town, as well as a first degree in Physiology & Biochemistry. He has had a number of articles published, including his MBA thesis on Organisational Design for Service Excellence in the Journal of Human Resource Management. He is a volunteer mentor for the

Cape IT Initiative, as well as fulfilling this role professionally for several companies. He is an, an occasional public speaker, and guest lecturer at the UCT Graduate School of Business.

Contact details

Dr Raven Naidoo
+27 21 409 7997 office
+27 82 992 0882 mobile
raven@radian.co.za

Mark Neville
+27 21 409 7997 office
+27 83 259 1723 mobile
mark@radian.co.za

Alan Levin
+27 21 409 7997 office
+27 82 600 8181 mobile
alan@radian.co.za

Physical Address:

Suite 610/611 | The Bandwidth Barn | 125 Buitengracht Street | Cape Town | 8001 | South Africa

Postal Address:

PO Box 51014 | Waterfront | 8002 | South Africa

Corporate information

Future Perfect Corporation is a closed corporation registered in the Republic of South Africa. Company registration number: 2001/025644/23

VAT number: 4480191529

Western Cape Government Supplier Database number: FUTU001

Recent projects

Examples of work done by Radian are listed below;

Project	Client	When	Problem	Outcome
Information and Knowledge Management Audit	Information and Knowledge Management Dept, City of Cape Town	Current	No meta data on knowledge assets in the City	Directory of IKM assets created
ICT and shared growth	Provincial Government of the Western Cape (PGWC)	January 2006	Needed a position paper aligning ICT with National Shared growth strategy	Delivered
e-Services	Provincial Government of the Western Cape (PGWC)	November 2005	Analyse PGWC services with a view to business process re-engineering for e-government	In progress
Review of Presidential National Commission ISAD Plan	Provincial Government of the Western Cape (PGWC)	December 2005	Analyse and review PNC ISAD plan	Delivered
Roadmap for Provincial Govts ICT development	Provincial Government of the Western Cape (PGWC)	November 2005	Develop good practice guide based on Experience of thePGWC	Delivered
Go Open Source – conference facilitation and declaration formulation	Go Open Source Campaign – a non profit consortium initiative	July-Oct 2005	Ratify governmental position on open source	Consensus conference declaration in support of Open Source
African Internet Exchange Point - task force	AfriSPA, CATIA and UK DFID	Dec 2004 - current	Internet traffic within (and between) African countries traverse USA or Europe	>10 new Internet Exchange Points (IXPs) have been established in different countries across the region.
Cape Gateway review	Provincial Government of the Western Cape (PGWC)	November 2005	Evaluate the Cape Gateway portal and communications	Serious threats to the ongoing operations were identified. A full report was completed

Project	Client	When	Problem	Outcome
			channels	for future versions and product improvements.
Broadband study	University of Cape Town	January – October 2005	Identify strengths and weaknesses of the telecoms legislation with respect to economic and social development (information society)	SA legislation has severely hampered the development of an information society in South Africa.
Information Society forum	PGWC	July 2005	Evaluate concept and propose strategy	Evaluation Report and proposed strategy.
Internet awareness week	PGWC	July 2005	Evaluate concept and propose strategy	Evaluation Report and proposed strategy.
Info Soc and Higher Education Institution project	Provincial Government of the Western Cape (PGWC)	November 2005	Evaluate and propose role of Universities	Being evaluated by universities
Development of strategy for the call centre and BPO industry	Department of Economic, Provincial Government of the Western Cape	January – June 2005	Allocation of public funds to the support and development of key economic sectors in the Western Cape	Final recommendations delivered June 2005
Preparation of an MSP Framework for the Branch: Knowledge Economy & E-Government, Provincial Government of the Western Cape.	Branch: Knowledge Economy & E-Government, Provincial Government of the Western Cape. (Dr Harold Wesso)	2003	Department required an generic MSP framework for application throughout Provincial Government departments.	MSP framework adopted for use throughout Provincial Government.
Strategic review of Transtel, on behalf of TransNet, as part of its restructuring.	Transnet	August – December 2004	Assist Transnet to decide on which subsidiaries are core/strategic and the nature of future service	Completed. Transnet to decide on recommended method to extract value from Transtel.

Project	Client	When	Problem	Outcome
			provision.	
Concept and design of an online service directory – include data structure and functional specification, content definition and management of the data gathering process for the City of Cape Town.	City of Cape Town (Pat Lockwood)	October 2003 – November 2004	The merger of councils has resulted in service confusion and customer confusion on who owns and delivers specific services. Online directory of services conceptualized and created – currently on intranet.	Full conceptualisation and development of Services Directory structure and data management tools. Currently involved in project management of data collection, application development and user training.
Program management for the development of the Cape Gateway information portal (www.capegateway.gov.za).	Provincial Government of the Western Cape	2001 - 3	Externally focused information portal to be conceptualized, designed and implemented.	Launched April 2004. Specification for version 2 under development.
Process analysis, functional specification and technology definition for a clinic level health information system.	Department of Health, City of Cape Town (Dr Ivan Toms)	2003	Gathering of health statistics and patient records (treatment events) to be improved through automation. Integrate with DHIS.	Solution specified and developed using open source software. Currently in test phase.
Optimisation of the telecommunication operations and development of a telecoms strategy for the City of Cape Town.	City of Cape Town	June 2003 – May 2004	The City was spending exorbitant amounts on its telecoms bill due to a lack of strategy, outdated mode of operation and poor management.	New Telecommunications Strategy for the City and short-term actions to reduce the current bill.
Developed a strategy for the Centre for e-Innovation for the	Provincial Govt Western Cape	June – July 2004	The PGWC wanted to centralise	The Province accepted the new strategy for the Centre, and has

Project	Client	When	Problem	Outcome
Provincial Government Western Cape.			departments and create a new structure for the delivery of services.	subsequently implemented it.
Undertook a business and technology analysis (IT and Telecomms) of the City of Cape Town's Trading Services (electricity, water, solid waste) as a part of the City's ring fencing exercise.	City of Cape Town	2003	The City engaged in a process to understand the implications for ring fencing of trading service units. Provided technology needs assessment and needs analysis.	Assisted Client understand to the current systems and processes in use in the trading service units and made recommendations on future systems.
Designed an Integrated Customer Service Strategy for South African Airways.	South African Airways (Anasha Archary)	2002	SAA had fragmentation in its Customer service experience. Solution developed based on internal brand promotion and experience.	Client adopted new strategy, improving its loyalty program and developing better staff understanding of Customer Service.
Developed strategy and policy for the Smart City and 'Smart Cape' library public access project, and subsequent implementation for the City of Cape Town.	City of Cape Town (Mymoena Ismail)	2001 - present	The City was looking for ways in which ICT could show real and tangible benefits for its Citizens, and to support its planned e-government initiatives.	City won \$1m award for the library project and won numerous national and international awards for the Smart City Strategy. Solution now rolled out throughout City and being piloted in the Province.
Development of a strategy for the PGWC MEDS project on the Information and Communication Technology Sector.	Provincial Government of the Western Cape (David Kaplin)	June – November 2004	Identification of policy levers for support of the ICT sector in the Western Cape	Policy recommendations recently published and placed before Provincial Government.
Development of the business rational and operational strategy for the Cape Online	Provincial Government of the Western Cape	2001 – 2004	Plan to implement Provincial white paper on Preparing the	E-government is now a central element of Provincial service delivery strategy.

Project	Client	When	Problem	Outcome
e-government initiative, including security and data integrity issues.	Cape		Province for the Knowledge Economy.	delivery strategy.
Development of a framework for donor support of open source software in developing countries.	CSIR and the UK Department for International Development	2004	Role and usefulness of open source software needed to be defined as input to all other development projects	Research and report recommendations accepted.
Research into the promotion and use of open source software within Government.	Presidential National Commission	November 2003 – January 2004	Motivation for wider use of open source software by government needed.	Motivations widely publicised.
E-government market research – research into appropriate use of technology for the delivery of local government services.	City of Cape Town and Provincial Government of the Western Cape	2003	Options for electronically enabled service delivery to be defined.	Key recommendations either already implemented or planned.
Development and application of a framework for using ICT in support of social and economic development.	City of Cape Town – Smart City Office and dept of Economic Development & Tourism	2003	Role for ICTs in support of social and economic development projects to be defined.	Recommendations accepted and acted on.
Business modeling and implementation of Digital Business Centres in PDI communities.	City of Cape Town (IT Directorate, Smart City Office and Economic Development & Tourism).	June 2003 – November 2004	Need for approach to providing ICT access and small business developmental support services in Cape Town.	Digital Business Centres implemented in Khayalitsha, Gugulethu and Langa.

END