

THE BAIN ACADEMY

Executive Programme





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INTRODUCING THE BAIN ACADEMY TRUST







VOTED NO.1

VAULT RANKINGS

Best Consulting Firms
for Formal Training 2015

*“Our ambition is that by 2030
we are able to call many of the
leading business talent in South
Africa ‘Bain Academy Alumni’.”*

South Africa faces a critical shortage of skilled executives equipped with the necessary business skills and acumen to meet the challenges and opportunities presented by a dynamic and competitive global business environment.

Through Bain & Company's work with some of South Africa's top companies and executives, we have seen first-hand the talent challenges our clients face. Leveraging our deep expertise as the top-ranked consulting firm globally for training, our experience in supporting our clients in South Africa, as well as our desire to give something back to the business community and the country in which we operate, the Bain Academy Trust was born.

Funded by Bain & Company South Africa, the Trust is one of the many ways Bain & Company is committed to South Africa's long-term success. Through the Trust, we have created what we believe is a world-class executive training programme fit for the next generation of South African business leaders. Our ambition is that by 2030 we are able to call many of the leading business talent in South Africa 'Bain Academy Alumni'.

The Bain Academy is a talent incubator that enables outstanding South African managers to reach their potential through a practical, holistic training programme designed to help talented historically disadvantaged South Africans (HDSAs) become top performing executives. Delivering tailored content developed by our Bain & Company experts along with leading South African CEOs, the programme will help to further develop the capacity of these talented individuals identified by their companies to lead their organisations into the future.

Operating as a separate entity, the Trust has a separate governance structure, Board of Trustees, and its own staff. We are pleased to have the support and guidance of two of South Africa's top business minds – Bheki Sibiya and Phuti Mahanyele – as our external trustees who, along with myself and Joachim Breidenthal, are committed to ensuring the long-term success of the Trust.

In the pages that follow, we introduce the Bain Academy Executive Programme, give an overview of the content covered and explain some of the programme benefits – both for the individuals who participate and the companies they represent. For further details on the programme itself and how to participate in future programmes, please contact the Bain Academy Programme Manager at **Johannesburg.BainAcademy@Bain.com**.



Innocent Dutirot
Partner, Bain & Company and
Trustee of the Bain Academy



OVERVIEW OF THE BAIN ACADEMY EXECUTIVE PROGRAMME





THE BAIN ACADEMY EXECUTIVE PROGRAMME

The Bain Academy Executive Programme is a holistic and practical approach to developing HDSA managers into executives and future CEOs. With this aim in mind, the curriculum and content has been developed in conjunction with global experts from Bain & Company and some of South Africa's leading CEOs.

The programme is built on three pillars that focus on the tools we believe executives need to drive change in organisations: strategy, strategy execution and self & team.

THE AIM OF THE PROGRAMME PILLARS



STRATEGY

Develop **breakthrough strategies** and solve complex problems facing Africa's businesses

- Develop winning strategies grounded in clear understanding of company/business unit position
- Bring a business unit to full potential through a comprehensive set of levers and a clear prioritisation method:
 - Generate enduring customer loyalty
 - Reduce organisational complexity
 - Transform cost position



STRATEGY EXECUTION

Ensure **results** in challenging and varied environments

- Develop holistic execution approach to generate lasting, repeatable results
- Build capabilities and organisational firepower:
 - Get the best out of direct reports
 - Foster cross-functional collaboration
 - Communicate effectively



SELF & TEAM

Build **self & team resilience** to consistently achieve successful outcomes

- Build own inspirational leadership style
- Gear psychology and motivation for long-term success
- Maintain high levels of energy



PROGRAMME ELEMENTS







PROGRAMME ELEMENTS

The programme runs part time over a three-month period. Participants will spend nine days in the classroom, focused on understanding the theoretical components of the curriculum. This will be reinforced by inspirational leadership discussions with some of South Africa's top business talent. In between the classroom sessions the participants will work on a company project.

Further information on the three programme elements is outlined in the following pages.

OVERVIEW OF THE PROGRAMME FORMAT

1. CLASSROOM-BASED MODULES

Duration: Nine days

Format: Split into three sessions over a three-month period

Session 1: Three days Session 2: Three days Session 3: Three days

2. INSPIRATIONAL SPEAKER DISCUSSIONS

Duration: Six events around classroom-based modules

Format: Networking lunches and dinners during/after select classroom sessions

3. COMPANY PROJECT

Duration: 10 hours per week

Format: Completed in between classroom modules in participants' own time

1. Classroom-based modules

The curriculum comprises 21 modules which are covered over nine days of classroom teaching at the Bain Academy in Melrose Arch, Johannesburg. The modules are delivered by a mix of senior directors (local and international) and Global Practice Area Leaders from Bain & Company, and best-in-class international third-party experts.

MODULE SUMMARY

STRATEGY MODULES



- Sustained value creation
- Strategy
- Performance and cost
- Organisational complexity
- Customer strategy
- Stakeholder relations
- Lessons from Private Equity

STRATEGY EXECUTION MODULES



- Results delivery
- Project management and risk
- Presentation development
- Presentation delivery
- Working effectively with teams

SELF & TEAM MODULES



- Understanding others and own styles (MBTI)
- Inspirational leadership
- Limiting beliefs
- Psychological resilience
- Physical sustainability
- Negotiation skills
- Career guidance and path to CEO
- Living purposefully
- Leading in South Africa

BAIN ACADEMY EXECUTIVE
PROGRAMME TRAINERS

BAIN & COMPANY TRAINERS



**VERONIQUE PAUWELS,
PARTNER, AMSTERDAM OFFICE**

- 18 years' experience at Bain & Company
- Leader of Bain's EMEA Performance Improvement Practice
- Specialises in consumer goods, telco, media & technology



**YAQUTA MANDVIWALA, PARTNER,
MUMBAI OFFICE**

- Leader, India's Customer Strategy and Marketing Practice
- 10 years' management consulting experience
- Expertise in business strategy, innovation, organisation, sales and marketing, and private equity

**TORSTEN LICHTENAU,
PARTNER, LONDON OFFICE**

- 10 years' consulting experience
- Expertise in organisational simplification, oil and gas



**ANDREI VOROBYOV, PARTNER,
JOHANNESBURG OFFICE**

- 12 years' experience at Bain & Company
- Leader of Bain's Private Equity and M&A Practices in Africa
- Expertise in due diligence and strategy (growth, full potential and transformation) and performance improvement



**JAMES HADLEY, PARTNER,
LONDON OFFICE**

- 16 years' experience at Bain & Company
- Leader of Bain's Global Strategy Practice
- Advised companies and led assignments on a wide range of business challenges, from customer strategy to organisation and cost reduction



**TIAAN MOOLMAN, PARTNER,
JOHANNESBURG OFFICE**

- 20 years' management consulting experience
- Expertise in Bain & Company's Industrial Goods and Services and Organisation Practices

THIRD-PARTY EXPERT TRAINERS

JEANNE TINGO, IMPAX COMMUNICATIONS, NEW YORK

- Founder and MD of Impax Communications
 - 25-plus years' experience in coaching and developing executives across the globe
-

PIETER KRUGER, DIRECTOR, COGNACITY/LLP CONSULTING, LONDON

- Psychologist with a focus on resilience and performance
 - Consultant to the Springbok rugby team and London Olympics
-

TSHEPO KGABE, SENIOR EXECUTIVE, GAUTRAIN, JOHANNESBURG

- 16 years' project management experience
 - Responsible for delivering pivotal structural projects in the United Kingdom and South Africa, including the Gautrain stations and railways
-

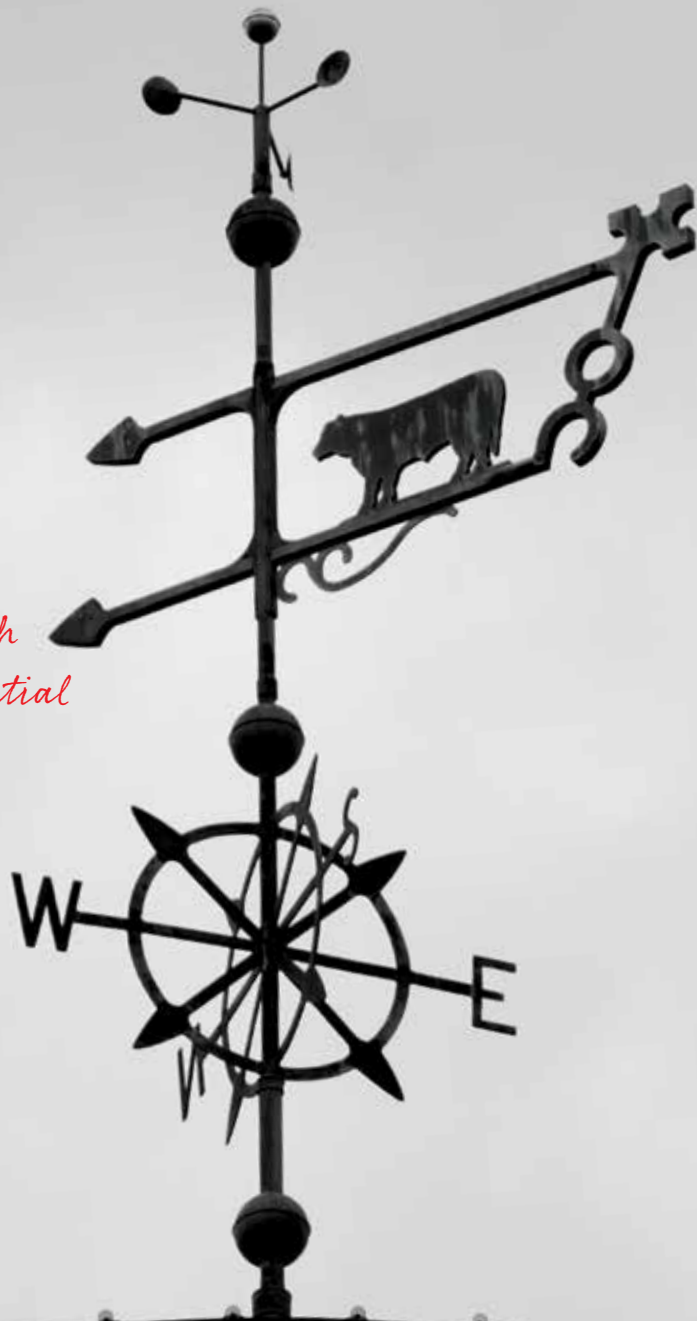
MEREDITH WHIPPLE, SAN FRANCISCO

- Leader of Bain's Inspirational Leadership Practice
- 10-plus years' experience in leadership

Note: Bain & Company executive programme trainers and third-party expert trainers are subject to change without notice.

“Getting to know the participants is my favourite part of Bain Academy. They bring abundant enthusiasm for learning, wisdom of the world, and such potential to grow into even more influential executives and impressive people.”

*– Meredith Whipple,
Inspirational Leadership Module*





2. Inspirational speaker discussions

The classroom modules are complemented by several inspirational speaker events, providing an opportunity for participants to share an intimate dinner with local business luminaries from a range of South African companies.

The speakers share personal lessons learnt on their journey from employee to iconic business leader.

We tailor the speakers according to the companies attending the programme to maximise the relevance for the participants. Speakers reflect on leadership lessons in general and lend insight to the specific industry in which delegates work.

Past and committed future inspirational speakers for our consumer-focused programme are outlined below.

PREVIOUS INSPIRATIONAL SPEAKERS

WENDY LUHABE	South African businesswoman and social entrepreneur
COLIN COLEMAN	Managing Director, Goldman Sachs International
TOM BOARDMAN	Former CEO, Nedbank; director of companies
SIM TSHABALALA	CEO, Standard Bank
ROBERT BROZIN	Founder and CEO, Nandos
PHUTI MAHANYELE	CEO, Shanduka Group; <i>Forbes Africa</i> Woman of the Year 2014
SIZWE NXASANA	CEO, FirstRand Limited
RAISIBE MORATHI	CFO, Nedbank Limited
SUZANNE ACKERMAN-BERMAN	Director, Transformation, Pick 'n Pay

“Talking with these extraordinary business leaders helped me define my own personal and leadership values.”

– 2015 Programme Participant

“The Inspirational Speakers really highlight the importance of humanity in business leadership.”

– 2015 Programme Participant

3. Company project

The third aspect of the Bain Academy programme is the company project. This is the element that ties the programme together; it is an opportunity for the participants to utilise the toolkits and frameworks they have learnt in the classroom and the advice from the trainers and inspirational speakers to work together as a “company team” to solve a specific real-life business problem facing their organisation.

The company project runs between the classroom sessions and participants typically dedicate 10 hours per week over the duration of the three-month programme.

Each company team is supported by two mentors – senior members of Bain’s leadership team in Johannesburg – who, as subject matter experts, provide guidance on project content as well as additional coaching and support.

The company project topic and scope is signed off by the CEO to ensure it is meaningful for the company. On the final day of the programme the participants present the results of the project back to the group, highlighting the tangible and quantifiable results achieved.

“Presenting our solution to the ExCo was a highlight of the programme. We could really show our capabilities in a meaningful way.”

– 2015 Programme Participant

“The company project let me demonstrate what I had learnt on the programme to solve a problem critical to the company.”

– 2015 Programme Participant

“The company project drew us together as specialists in different areas to work together to create results. I am proud of our outcome.”

– 2015 Programme Participant

PROGRAMME BENEFITS AND FEEDBACK







THE BAIN ACADEMY EXECUTIVE PROGRAMME

There are a wide variety of executive programmes available both globally and within South Africa. The Bain Academy Trust team has worked hard to provide the Bain Academy participants with an experience we believe is differentiated from other course offerings. Some of these factors are detailed below.

PROGRAMME DIFFERENTIATORS

TRADITIONAL COURSES

Learning reinforced by **real-life case examples** may be difficult to apply in own business



Learn from academics and retired business leaders



Business cases studies shared from a written source



Narrow topic focus and a lack of focus on self-development modules leave gaps in knowledge and restricts participants' ability to perform optimally



Can be expensive or require international travel



BAIN ACADEMY EXECUTIVE PROGRAMME

Practical group project undertaken between classroom modules ensures theory and toolkits are **directly applied** to participants' own business to solve a real business problem

Learn from Bain & Company global senior practice leaders, **luminaries and local industry leaders** who have applied the toolkit across multiple South African companies; **Best practices shared have been adapted to the African context**, with proven direct, practical and repeatable impact

In-depth conversations with business luminaries are a unique chance for participants to explore the leadership development pathway from a personal perspective and garner first-hand knowledge of the personal journey that accompanies an executive life

Holistic programme design gives participants access to a complete "ExCo/CEO toolkit". **Specific modules dedicated to self-development** facilitates participants to reach their full professional potential

Cost of participation is **fully covered** by the Trust as part of its mandate; **part-time course** that is based in Johannesburg designed to accommodate schedule of a busy senior manager, minimising interruption to day job





The programme has been designed so that the benefits extend to both the individuals attending the course and the company they represent.

BENEFITS FOR THE PARTICIPANTS

- Gain new skills and capabilities – the ‘CEO Toolkit’
- Build a life-long network of colleagues both internally and from other programmes
- Access to inspirational speakers – leading executives and board directors
- Receive additional coaching from company project mentors (members of the Bain & Company leadership team)
- Lifelong membership to the Bain Academy Alumni Community

BENEFITS FOR THE COMPANY

- Higher-performing managers, set up to tackle the challenges of being executives at zero cost to the company
- Higher-performing teams – “mushroom effect” should build capabilities in the organisations as the participants share their knowledge and learning with team members
- Business improvement, delivered as an outcome of the company project

"Bain Academy taught me to view my decisions in terms of how they will impact the whole company. I now take the CEO's view."

- 2015 Programme Participant

"Bain Academy taught me to manage my energy, structure my work and build stronger team relationships."

- 2015 Programme Participant

"The Bain Academy gave me the courage to apply for a pivotal promotion and the skills and structure to deliver differential results in my new position."

- 2015 Programme Participant

"One unexpected benefit of the Bain Academy experience is that those of us who participated from our company now call on one another regularly for support across our various divisions."

- 2015 Programme Participant

"Having ongoing access to Bain & Company mentors has helped me to develop a more structured problem solving approach and given me the support to continue to stretch as a leader."

- 2015 Programme Participant

BAIN ACADEMY ALUMNI COMMUNITY







BAIN ACADEMY ALUMNI COMMUNITY

Upon graduation, Bain Academy participants become members of the Bain Academy Alumni Community. There are two broad objectives of this community:

1. It creates an exclusive networking opportunity for participants through a variety of different events held each year. This community includes future African executives and CEOs, Bain Academy trainers from all over the globe and our local South African inspirational speakers.
2. It provides a platform to reinforce and further develop key Academy course content and themes. For example, alumni will gain exposure to new Bain IP (through Bain Briefs and exclusive breakfasts) and additional reading materials and content reinforcing lessons learnt in the Academy modules.

A range of elements available to alumni are outlined below.

ALUMNI COMMUNITY EVENT

- Evening event to bring together the Bain Academy Alumni Community – trustees, participants, mentors, inspirational speakers and local trainers

ONE PER YEAR

SPEAKER SESSIONS

- Exclusive invitation to experience-sharing breakfasts and networking events, hosted by Bain & Company. Topics include:
 - Latest and greatest Bain IP on strategy and results delivery
 - Trends impacting business in South Africa and Africa

TWO PER YEAR

ONLINE COMMUNITY AND RESOURCE CENTRE

- Online portal to support Academy learning, housing course module summaries, recommended reading lists and useful links

ONGOING

BAIN BRIEFS

- Newsletter containing the latest Bain & Company IP on topics related to Academy course content
 - Previous editions covered strategy, results delivery and self & team

TWO PER YEAR

BAIN & COMPANY ADVISOR

- Career-related advice from an assigned advisor from Bain Johannesburg's senior leadership team
- One-on-one meeting twice a year as participants continue on their career journey

TWO PER YEAR



APPLYING FOR THE BAIN ACADEMY EXECUTIVE PROGRAMME





PARTICIPANT CRITERIA

The Bain Academy is targeted at high-potential, high-performing HDSA professionals who exhibit executive potential within the next three to five years.

Bain partners with South African based CEOs and their executive teams to select a cohort of next generation leaders to participate in the programme in a cohort of four to six delegates. That cohort will participate in the programme with the benefit of participants from other companies that have similar developmental objectives.

To be eligible to participate, individuals need to have a strong track record of performance, be on target to be promoted to ExCo level in the next three to five years and be willing to commit time in the week to work on the company project.

CONTACT US

For more information on the programme, or on how to participate in the Academy, please contact the Bain Academy Trust Programme Manager at **BainAcademy.Johannesburg@Bain.com**.

