

Curriculum Vitae
Dr Sandra Jean Gertenbach

September 2024

Sandra was employed by SA Transport Services / Transnet SOC from March 1987 – September 2021. She concluded her Transnet career in the position of Executive Manager, Strategy & Business Planning in the Office of the CE, Transnet Freight Rail (TFR). Sandra changed her path to focus on research, consulting, contract work and academic studies. She completed her Doctorate in Management of Technology and Innovation with The DaVinci Institute and graduated in October 2023. The title of her doctorate is "*Imperatives for the Advancement of Freight Intermodalism in South Africa: A Systems Thinking Approach*". Her work has been acknowledged through the DaVinci Doctoral *Academic Excellence Award* to be presented in October 2024.


Sandra has comprehensive knowledge of the South African transport policy environment and the strategic issues of the rail industry. She has contributed to policy development (Green and White Papers) for structural and regulatory reforms in the transport sector. Sandra assisted Prof Jan Havenga in writing the paper "The role and development of South Africa's Freight Rail Sector" (2010) prepared for Transnet by the University of Stellenbosch. She has extensive experience in business strategy development and implementation, preparing and integrating business plans with operational and capital budgets and has operational experience in a leadership role at Shosholozza Meyl (rail passenger services).

As Executive Manager, Transnet Freight Rail, she obtained in-depth experience in facilitating the planning processes required to develop and articulate the Transnet Freight Rail Corporate Strategy, Business Plans and Shareholder's Compact for approval by the Transnet Board. She was active in the development of Transnet Freight Rail Road to Rail Strategy. She contributed to the development of a proposed Transnet Operating Model (2019) and was a workstream team leader in the accounting / vertical separation transformation programme (2019-2020).

As a guest lecturer Sandra has delivered lectures on the rail system to University of Stellenbosch Logistics Honours students and to classes for short courses at the University of Pretoria (Enterprises: Railway Engineering).

She has a keen interest in the theories of Systems Thinking. Her particular passion is to integrate all elements of a system and communicate the strategic direction, plans and implementation performance to various stakeholders.

She holds a Master of Business Leadership degree (with Strategic Management and Macro Economics as key areas of interest) and a Bachelor of Arts degree (Communication III,



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Professional Experience

Research Consultant

October 2021 - Present

- Primary focus on research and engagement with industry system actors for completion of Doctoral studies.
- Co-authored the rail chapter on the SAICE State of Infrastructure Scorecard.
- Provided research and business writing support for research papers on rail - Africa supply chain resilience for the World Bank.
- Doctoral candidate supervision.
- Lecture presentation.
- Panel participation.
- Short term contract with Department of Public Enterprises - Transport unit.

Transnet Freight Rail – Railways division of Transnet Limited

November 2011 – September 2021

Executive Manager : Strategy & Business Planning

- Lead the Strategy and Business Planning processes to articulate Strategic & Business Plans for approval
- Liaison with the DPE for Shareholder Compact development
- Integrating teams representing inputs to the Capital Budget, Operating Budget and Planning strategies and actions
- Communication of strategy / business plans at various levels
- Strategic research and development of strategies, strategic positioning papers and policy contributions
- Member of various key programmes, for example, Transnet Operating Model; PRASA recovery; Benchmarking; Organisation Design

Achievements

- 2013 – Team member selected to travel to Serbia to assess opportunities with rail institutions
- Selected as a TFR “Legend” at 2014 CE Excellence Awards
- GM Award for Inspirational Leadership

Transnet Freight Rail – Railways division of Transnet Limited

February 2004 – November 2011

Senior Manager : Strategy Development & Execution

- Strategy development and integration with Capital and Operating Budgets
- Communication of strategy / business plans at various levels to enhance alignment and to ultimately change behaviour
- Monitoring and performance reporting on plan execution
- Ensure interactive processes that involve top management to ensure integrated outputs

Achievements

- Team leader of the project comprising extensive research to validate the TFR five year freight demand for all rail commodities in 2007
- Training of Graduate interns

Spoornet – Railways division of Transnet Limited

April 2000 – January 2004

Senior Manager : Customer Services & Operations : Shosholza Meyl



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- Primary responsibility for development and management of the Sales, Customer Services & Operations portfolio for the passenger services business that covered operations throughout South Africa and transported in excess of 3 million passengers annually.
- Member of the EXCO mandated to take decisions impacting business performance
- 70% of all employees in the business constituted my portfolio

Achievements

- Development of new Corporate Identity for Passenger Services (MLPS → Shosholoza Meyl)
- Compilation of Subsidy Case presented to Government (DOT; DPE and National Treasury in November 2000) that paved the way for the migration of the social services business to PRASA
- Implementation of business processes and policies to enhance Corporate Governance and reduce fraudulent and wasteful actions
- Co-chaired internal Racism Committee to identify and develop corrective action regarding allegations of racism in the workplace

Spoornet – Railways division of Transnet Limited
Senior Manager : Market Positioning & Stakeholder Management (Strategic Marketing)

May 1998 – March 2000

- Development of Positioning Strategy for Spoornet and managing the implementation of actions to close the gap between perceived and desired image of the organisation
- Management of the advertising agency account and corporate sponsorships
- Team member of various strategic projects within the overall Strategic Marketing portfolio as well as the Spoornet Transformation program to reposition the General Freight business

Achievements

- Received "General Manager's Award" in 1999
- Project Manager of team awarded "Project of the Year" in 1999 for Spoornet's new Corporate Identity implementation
- Team Leader of the Communications Workstream developing Spoornet Transformation plan (June 1999 – January 2000)

Transnet Limited
Manager : Strategic Management

August 1992 – April 1998 (Manager)
November 1991 – July 1992
(Assistant Manager)

- Primary accountability for compilation of Transnet Limited Business Plan to meet requirements of Shareholder and Companies Act
- Development of Group Strategic Plan
- Development of strategies and responses to government Green & White Papers

Achievements

- Team Leader (in cooperation with external consultants) responsible for development and implementation of the Balanced Scorecard. Established the Performance Management Unit
- Served as Assistant Company Secretary with responsibility for Group Management Board secretariat, all Transnet Property Subsidiaries as well as other corporate governance functions
- Facilitated (in cooperation with businesses and Group GM Legal Services) the development and compilation of restructuring options submitted to Cabinet in 1995

South African Transport Services (SATS) /
Transnet Limited
Communication Research Manager

February 1989 – November 1991

- Coordination of research projects – conceptualisation, analysis and presentation of results
- Advertising agency liaison, annual report contributions

Achievements

- Key team member for managing the launch project for the corporatisation of SATS to Transnet Limited with activities and events designed to reach all stakeholders – a milestone change in the history of the organisation
- Received Annual Communications Award

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South African Transport Services (SATS) Public Relations Officer	March 1987 – January 1989
Jacoby & Company : National Promotions Coordinator	November 1983 – June 1986
South African Airways : Senior Ground Hostess	December 1979 – October 1983

Qualifications

The DaVinci Institute for Technology Management (Pty) Ltd Doctorate: Management of Technology and Innovation. Thesis: " <i>Imperatives for the Advancement of Freight Intermodalism in South Africa: A systems thinking approach</i> ".	May 2019 – October 2023
University of South Africa Master of Business Leadership (MBL). Dissertation: " <i>The Development of a Construct for the Description of Corporate Culture and its Determinants</i> "	1988 – 1991
University of South Africa Bachelor of Arts Major Subjects : Communications & Psychology; Other Subjects : Economics I, II; Linguistics I, Communication Law	1982 – 1986 (Part time studies)

Certificate Courses

Worldsview Academy Certificate in Organisation Design NQF8	2016
University of Johannesburg / Orion Group Certificate : Business & Life Skills Coaching NQF 5	Feb – May 2009
International Railway Strategic Management Institute (HEC Paris, France and Vadodara Railway College, India) Certificate : Senior Managers Programme	Apr – Nov 2006
Gordon Institute of Business Science Certificate : Transnet Executive Women Development Programme	Sept – Dec 2001

Skills & Competencies

- Systems Thinking
- Strategy Development & Integration
- Organization design
- Business Planning & Implementation
- Rail Passenger and Freight Transport
- Intermodal, Logistics and Supply Chain
- Transport related policy
- Public Relations & Advertising
- Writing / Communication skills reflected in presentations / lectures, reports, annual reports, business cases, business plans, articles
- Strategic and Academic research

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