

Curriculum vitae – Quentin Bernard Green



Personal details

Full name	Quentin Bernard Green
Gender	Male
Date of birth	18 February 1953
Nationality	South African
Languages	English and Afrikaans
Marital status	Separated
Two children –	
Christopher (age 39)	Graduate LLB – partner at Hogan Lovells in Johannesburg.
Alison (age 37)	Graduate BSc (Hons) in Actuarial Science and Fellow of the Faculty of Actuaries - employed by Milliman Consultants. Currently living in Dubai.

Key business strengths-

- Expert knowledge of broadcast and other media and communications environment
- Strategic planning for business development and profitable growth
- Executive management skills and discipline
- Financial management and technical accounting skills
- Turnaround strategies for businesses with accounting and administration issues
- Business performance improvement through revenue generation and creating cost efficiencies

- Management system development, design and control
- International business relationships
- Political contacts and relationships in South Africa and the rest of sub-Saharan Africa
- Expert knowledge of the local government environment

Key areas of specialisation-

- Electronic Broadcast and Print Media – specifically free-to-air media. Significant knowledge of all areas of media legislation and regulation in South Africa. Is an acknowledged expert in both the generation of commercial revenue for free-to-air television as well as in the attainment of ongoing profitability in free-to-air television. Has many years of experience in the executive management at the highest level of the SABC, eTV and TVAfrica.
- Strategic, Legislative, Regulatory and Financial requirements for Local Government, especially with regard to the Municipal Finance Management Act, the Supply Chain Regulations of the MFMA, the Municipal Property Rates Act, the Systems and Structures Acts.
- Lotteries

Quentin Green was acknowledged as South Africa’s “most experienced TV manager” – Business Day 27.June 2003, and was regarded at the time as foremost expert on free-to-air television in Africa.

Quentin has an extensive knowledge of best practice in South African Local Government.

Quentin is a perfectionist who demands perfect performance in organisations of which he is part.

Quentin is a team player with the highest ethical values and integrity and is fully committed to transformation in South Africa.

Education-

Matriculated at St. John’s College, Johannesburg in 1970

Awarded the Old Johannian Memorial Scholarship

Distinction for Mathematics in matriculation year

Awarded the Alec Rennie Bell prize for Mathematics in matriculation year

Obtained a Bachelor of Commerce degree at the University of Cape Town in 1975

While at University served as Vice-President of the Commerce Students Council, as well as on the Rag Committee. Also served as a local delegate to AIESEC (International Association of Commerce and Economic Students)

Obtained Certificate in the Theory of Accountancy at the University of the Witwatersrand in 1978.

Obtained Chartered Accountant (S.A.) qualification in 1979 at first attempt. Served accountancy articles with Alex. Aiken and Carter (today KPMG), under Mr. Herc Hefer. Quentin resigned from the South African Institute of Chartered Accountants (SAICA) on 16 March 2020 shortly after commencing retirement. A letter from SAICA confirming that there were no outstanding complaints against the former member nor that there were any ethical or other matters that would cast doubt on his suitability for membership of SAICA.

Quentin in 2017 successfully completed all 8 modules of the University of Witwatersrand training in respect of the Executives’ Financial Management Programme as required by National Treasury for all executive managers in Local Government. Quentin graduated top of class.

Copies of all qualifications are provided with this CV.

Business Career-

- *Alex. Aiken and Carter (today KPMG) – January 1976 to December 1978*

Articled towards Chartered Accountant qualification

- *East Rand Gold and Uranium – December 1978 to June 1981*

After completion of articles, joined East Rand Gold and Uranium Company Limited (ERGO) as Management Accountant in the Anglo-American Corporation Gold Division. Quentin commenced the employment equity programme in the finance department of ERGO. In 1980 already, Quentin appointed the first Black accountant into the company and mentored him in both his work and private capacity for a number of years. This person eventually became the CEO of the Government Employees Pension Fund and was also instrumental in drafting the PFMA and in developing the North West provincial treasury.

- *Glaxo Pharmaceuticals – July 1981 to June 1983*

Quentin joined Glaxo Pharmaceuticals as Financial Manager after leaving ERGO.

- *Spescom and Hendler & Hendler – July 1983 to August 1985*

Held brief positions with Hendler and Hendler and Spescom as Financial Manager before joining Sasol in 1985.

- *Sasol Limited – August 1985 to May 1989*

Quentin was responsible for the installation of the computer mainframe financial system for Sasol One, Sasol Research and Sasol Group Information Services, as well as being responsible for the full monthly accounting, financial and cost reporting of the Sasol One operation. The systems were successfully implemented two years ahead of the scheduled deadline.

- *South African Broadcasting Corporation – May 1989 to March 1995*

Was appointed at the South African Broadcasting Corporation (SABC) to the position of Deputy Director General of Finance and Administration. Quentin was responsible for all the Marketing and Advertising functions of television and radio, Group Finance, Group Human Resources and Training, Group Administration and Logistics, and Group Computer and Information Services.

Quentin was part of the team that successfully restructured the SABC in late 1990 and was appointed Chief Executive of the SABC Television Division in February 1991. Quentin's responsibilities included the overall management, strategy, marketing, sales, finance and programming of three national television networks broadcasting in seven languages. Two of these networks were commercially operated and one was funded from public funding sources. He was also responsible for three production houses concentrating on sport, news and drama and education respectively. In 1993 he was requested to also assume responsibility for the SABC's newly formed broadcast enterprises unit. This unit was established to exploit retail opportunities for broadcast products.

Quentin played a significant role in commencing the transformation process at the SABC in 1991. He appointed Madala Mphahlele, Talib Sadik, Molefe Mokgatle, Brenda Koornneef and Karen Vundla as the first Black and Female senior executive employees of the SABC. He successfully achieved one of the best industrial records ever known at the SABC through exceptionally good relationships with both trade unions, MWASA and BEMAWU. Quentin played a significant role in improving opportunities for Black-owned businesses at the SABC.

During his tenure, he commissioned Mfundu Vundla to produce ‘Generations’ – the longest-running and top-rated television soap opera in South Africa, the socio-political drama ‘The Line’, ‘Top Level’ presented by Felicia Mabuza-Suttle, the first two independent current affairs programmes ever broadcast by the SABC – ‘Ordinary People’ and ‘Future Imperfect’, and also the first independently produced trade union programme for Cosatu in 1992. This was the first trade union programme to ever be broadcast by the SABC. He also integrated TV2, 3 and 4 into a single channel – CCV-TV. Quentin introduced significant new marketing initiatives into the SABC television division that had the effect of increasing revenue share, and this contributed to the turn around of the financial performance of the entire SABC. During his time at the SABC, Quentin was able to ensure the continued profitability of SABC Television. Quentin served as a member of the Group Management team for the entire SABC. This included radio, television, signal distribution (now Sentech) and facilities. Quentin introduced Zwelakhe Sisulu to the Board of the SABC prior to his appointment.

- *Free-to-Air Television licence application – March 1995 to August 1998*

Quentin was approached at the time by Young & Rubicam head office in New York to become Group Chief Executive for the advertising agency in South Africa. He declined this opportunity when he left the SABC in March 1995, to lead the Free-to-Air television-bid consortium, prepare the feasibility study, licence application and implementation plan for what was a significant South African consortium, to apply for the first private terrestrial television licence in South Africa. The consortium comprised powerful Black South African business groupings, as well as a number of Johannesburg Stock Exchange listed companies including Primedia, Nedbank Investment Bank, the Kagiso Trust of Eric Molobi and Sasani led by Welcome Msomi. Other groups in the consortium included Worldwide African Investments led by Phuthuma Nhleko, African Dream owned by Dali Tambo, Videvision Enterprises owned by Anant Singh, as well as an investment company owned by the two broadcast trade unions MWASA and BEMAWU. Minister Steve Tshwete also authorised the then National Sports Council under the leadership of Mthobi Tyamzashe and Mvuzo Mbebe to become shareholders in the consortium. Quentin was able to introduce a foreign company jointly owned by T.C.I. (Tele-Communications Limited) and Rupert Murdoch’s News Corporation as a participant into the consortium. United Kingdom media owner United News and Media was also a member of the consortium. Despite the fact that the world television industry, as well as the South African financial and media analysts regarded the Free-to-air proposal as being the best, and of world class, the consortium was not successful in being awarded the licence.

- *Private Consulting and advisory projects – August 1998 to October 1999*

During 1998, Quentin completed a feasibility study for Reunert Limited with regards to possible investments in online Internet activities. During 1999, he acted as strategic financial adviser to the All Africa Games Board, and media and technology adviser to the horse racing industry of South Africa. Quentin was at about the same time appointed as an advisor to Zwelakhe Sisulu during his time with New Africa Investment Limited (NAIL).

- *ETV – October 1999 to May 2001*

Quentin was appointed as Commercial Director of e.tv in October 1999, with responsibility for all trade marketing and advertising sales. During 2000 was successful in more than doubling e.tv’s revenue over the previous year.

- *TVAfrica – May 2001 to October 2003*

During May 2001 he was approached by American investors to join TVAfrica as Chief Operating Officer. TVAfrica broadcasted a free-to-air terrestrial television service for up to 18 hours a day via more than 40 affiliates in 23 African countries. Quentin has been active in business across the whole of Sub-Saharan Africa, with extensive dealings in Ethiopia, Kenya, Uganda, Tanzania, Nigeria, Ghana, Cameroon, Côté d’Ivoire, Gabon, Namibia, Botswana, Malawi, Zimbabwe, Zambia,

Mozambique, Lesotho and Swaziland. The USA investors were not prepared to make the investment at a level required to develop the business across the continent and the business went into voluntary liquidation in October 2003.

- *KPMG – October 2003 to January 2014*

Quentin joined KPMG in October 2003 to establish a media, advertising, information and communications advisory unit for KPMG across Africa - including South Africa. This unit was successfully established. Quentin was also eventually employed by KPMG as Associate Director: Government Advisory Services, but retained responsibilities for both the media and lottery environments.

Quentin was the only representative from an accounting and advisory firm involved in the process of discussions around the first draft of the National Information Communication Technology Policy of Zambia. He has assisted the Zambia National Broadcasting Corporation in assessing their needs in respect of satellite capacity for signal distribution.

Amongst other clients, Quentin has advised the City of Johannesburg, Tiger Brands, MTN, ICASA, Parmalat, First National Bank, Cell C, Henkel Limited, SAB Miller Limited, Wema Bank in Nigeria, Sentech Limited, Telkom South Africa Limited, the WPP advertising group, the South African Broadcasting Corporation, the Zambia National Broadcasting Corporation, the Independent Communications Authority of South Africa and the National Broadcasting Board of Botswana on various aspects of their media and communication activities. **Quentin has conducted media and telecommunications studies for Sentech in Kenya and Tanzania.**

Quentin assisted MTN in South Africa in the preparation of their justification for and price determination of their proposal to FIFA for the global sponsorship rights to the 2010 FIFA World Cup.

Quentin completed a successful licence application for a consortium led by Telkom South Africa for a subscription direct-to-home satellite and cable broadcasting operation in South Africa in competition to MultiChoice. He was solely responsible for completion of the business plan. He has also prepared a business plan for Telkom Media for a direct-to-home subscription satellite television operation across 43 countries in sub-Saharan Africa. This includes the revenue, programming, technical and financial plans. Quentin has prepared a DTT, DVB-H and 3G broadcasting plan for Telkom Media.

Quentin has acted as advisor to the National Broadcasting Board of Botswana for the Government of Botswana.

Quentin has prepared business plans for a Portuguese consortium in Angola for television, radio, newspaper and magazine operations.

Quentin was appointed by the Government of Botswana as broadcasting expert to assist Botswana Television and Radio to upgrade and restructure their operations particularly with regard to Digital Terrestrial Television.

Quentin has also assisted KPMG Nigeria to assist in advising a leading bank in Nigeria as to their funding of a satellite television operator in that country.

Quentin has advised Kagiso Media on their television investment intentions in South Africa and the rest of Africa.

Quentin was extensively involved in media audits, including reviews of both media and creative agencies for marketing clients. Some emphasis was placed on reducing the cost of production of media so as to achieve improved cost/flighting ratios for radio and especially television.

Quentin has authored several technical documents while at KPMG, including a thought-leadership document prepared in 2012 entitled “The future of Television Broadcasting in South Africa” which is attached to this CV for reference purposes.

Quentin has also prepared a document that proposed the introduction of an online system as the basis of operation for the Municipal Properties Rates Act, which if implemented would provide a significant modernization of the entire process for property transfer for all South African municipalities.

At the beginning of 2012, Quentin was recommended as the seconded Acting Group Chief Financial Officer, ahead of about 15 other candidates from various accounting firms, for the City of Johannesburg.

Quentin was responsible for all Rates, Revenue, Budgeting and Supply Chain Management matters at the City of Johannesburg and reported directly to the then City Manager, Trevor Fowler.

During this 18 month period while acting as GCFO for the City of Johannesburg, Quentin had a significant number of highly successful achievements. Included amongst the achievements were: -

- The development of a ten year financial development strategy for the City of Johannesburg which enabled the Executive Mayor to announce a R110 billion capital programme. The plan included a 15 point operational requirement plan in order to attain the financial development requirements. This plan was still in use prior to the last Local Government elections, while enabling the City to maintain ongoing positive cash flows;
- The development of a sophisticated monthly revenue and cost report;
- The change to the roster and process of monthly Mayoral and Executive meetings;
- Redevelopment of the personnel structure for the consolidated Revenue and Financial departments;
- Successful introduction of Project Zero Tolerance for the resolution of the Rates, Power and Water audit qualification issues;
- Contributed as a member of the Executive Management Team of the City of Johannesburg;
- Contributed to the successful road-shows to investor groups;
- Successfully introduced zero-based budgeting to the City;
- Developed an exceptionally good relationship with the Auditor General;
- Assisted in managing the commencement of the redevelopment of Kelvin Power;
- Assisted in the redevelopment of business plans for the turnaround of Pikitup, Johannesburg Roads Agency and Metrobus;
- The development of the budgets and negotiations with the National Department of Transport and National Treasury for the funding of the Rea Vaya programme;
- Moved the City of Johannesburg from a Qualified to an Unqualified audit;
- Presentations to Parliament and the Presidential Infrastructure Coordinating Committee on behalf of the City.

Quentin has developed a uniquely and exceptionally strong knowledge of the MFMA, Supply Chain regulations to the MFMA, Municipal Systems and Structures Acts, Municipal Properties Rates Act (MPRA) Generally Recognised Accounting Practice (GRAP) and the National Treasury requirements for the City.

- *City Power Johannesburg (SOC) Limited – February 2012 to November 2018*

Quentin was appointed to the position of Chief Financial Officer at City Power Johannesburg (SOC) Limited in February 2014. Quentin was also appointed as a Board member of the company.

In addition to his responsibilities as CFO for City Power, Quentin was also requested by the City of Johannesburg to also assume a temporary responsibility as CFO of the new broadband company in Johannesburg, the Metropolitan Trading Company. He was concurrently responsible for both entities.

Quentin retired from full time employment at the end of 2018 having reached retirement age in February 2018.

Quentin has over the years established himself as an authority on policy and procedure development and operating practices within a wide range of industries, but especially the broadcasting industry and in local government.

Quentin has also had extensive dealings with shareholders, financiers and other business organisations in the United States, the United Kingdom and France.

Quentin is totally committed to the workplace transfer of skills and the utilisation of previously disadvantaged South Africans in the areas of his expertise. Quentin, having retired as a Chartered Accountant, is keen to continue during his retirement utilising his skills and experience gained over the last 45 years. He would like to share and transfer this knowledge, and assist with mentorship, training and executive support, particularly within the South African Broadcasting environment, while assisting on a non-executive basis within the environment.

Other activities-

During the period 1992 to 1998, Quentin served on various industry-related bodies. These included: -

- Vice-Chairperson of the Board of the Advertising Standards Authority of South Africa from 1992 to 1996.
- Executive Committee of the National Association of Broadcasters from 1993 until 1996.
- Executive Committee on the South African chapter of the International Advertising Association (IAA) during 1997 and 1998.
- In 1992 served on a Ministerial commission to examine the private ownership of satellite receiving antennae.
- Director of Games Africa (Pty) Limited (now Moribo Leisure) during 1994 as a representative for the SABC.
- Chairperson of Rugby World Cup Broadcasting for the SABC from 1993 until 1995.
- During 1999 served as a consultant to Nail Media for Zwelakhe Sisulu.
- Board member of the South African Advertising Research Foundation (SAARF) from 2006 to 2010.
- Non-executive Chairperson of the Media and Marketing Collection Agency (MAMCA) in South Africa from 2010 to 2013.

Non-business Interests -

Non-business interests include sport in general, water-sport in particular, nature conservation, bird watching and South African genealogy.
