



# JACQUES VELLEMAN

## ABOUT ME

My purpose is to serve to succeed. This is what I think about every day, while at work, horse riding with my daughter or planning my next surfing trip. Most of the books I read is to that end as well; learning from others how they did it. This is also one of the reasons I founded The Business Book Club. My love for knowledge stems from the motto "You don't know, what you don't know."

## CORE COMPETENCIES

- Strategic Leadership
- Balance Scorecard, Key Performance Indicators and Critical Success Factors
- Dashboards
- Employee Engagement, Coaching, Mentoring
- Facilitation, Public Speaking
- Management Accounts, Forecasting, Budgeting, Ratio Analysis
- Business Model Design & Valuation
- Key Strategic Partnerships Development
- Sales & Marketing Strategies - B2B

## CONTACT

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## OVERVIEW

Jacques has established himself as an experienced entrepreneur and business coach who helps CEOs and their teams create an edge over their competitors. His experience in both corporate and SME markets enables him to understand growth and what is needed to get a company from A to B. He focuses on defined business objectives in conjunction with joining the financial numbers with people behaviours. His client base ranges from companies employing 10 people up to 400 people, and transcends across various industries including manufacturing, distribution and services.

Jacques spent the first five years of his career at PwC, the largest professional services company in the world. Following this, he founded a professional services company in Cape Town. Jacques subsequently served as a Board member and CFO of various companies, including ER24. His experience has given him the ability to act as a catalyst for accountability that leads to measurable results.

In 2012, Jacques founded CENTRED. This to pursue his passion: "To encourage and assist businesses succeed through the potential of people"

## CAREER HIGHLIGHTS

- Self-published ebook: How to predictably double your profits and revenue in the next 3 years (2018)
- Self-published ebook: 12-Step Company Success Plan (2017)
- e-Logics awarded BEST employer status (2011 and 2012)
- Successful acquisition of Tidasa, training company by e-Logics;
- Winner of IQ's Best Team Player award (2009)
- Winner of IQ's executive director's award (2008) the most prestigious award within the group.
- Invited to talk during Johan Fraser classic drive time show on Classic FM about Accounting Outsourcing as an option in the troubled economic times. Also quoted in the Financial Mail on the subject of accounting outsourcing;
- Initiated the establishment of IQ Accounting Services, a new division within the IQ Business Group and grew the division from zero to total billing of R16m in 2 years.

## EDUCATION

### UNISA

BCompt (Honours) - 1999

### University of Johannesburg

BCom Accounting - 1996

## PROFESSIONAL MEMBERSHIPS

Toastmaster,

4th Dimension Club - Alumni

## OTHER FACTS

Completed Toastmaster CC10 (competent communicator) in June 2011

Completed Ironman (South Africa) in 2009 and Comrades Marathon in 2011

Outside of a professional environment, hold a keen interest in Endurance Sports, Yoga and Reading.

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## CLIENT TESTIMONIALS

“Jacques’ influence, in conjunction with the LMI programme, has changed the dynamics of the staff approach and managerial interaction in our organisation. His informed guidance has helped us crystallised our thinking as a management team, through goal-orientated and solution-based thought processes.”

- The Keegor Group senior management team

“Jacques gave us the direction and the tools to take our business to the next level.”

- Charl Coetzee, General Manager (Serco)

“We spent time on the right things, i.e. high payoff activities.” - Prasham, Financial Director (Serco)

“We were too deep into our business to clearly see the next steps to take. Jacques helped us to move a level higher and to approach our challenges from a top-down approach.”

- Paul Merwe, Co-Founder (A&F Consulting)

## CAREER OVERVIEW

Company	Position Held	Dates
Centred	CEO & Founder	August 2012 to current
Shadowmatch	Consultant	August 2012 to October 2016
E-Logics (subsidiary of the Imperial Group)	Executive: Business Support Services	January 2010 to July 2012
The IQ Business Group	Head: Accounting Services	August 2006 to December 2009
ER24 (subsidiary of Medi-Clinic)	Financial Director	2003 to 2006
Gist	Financial Director	2001 to 2003
PricewaterhouseCoopers	Article Clerk	1997 to 2000
Aldrighetti and Associates	Article Clerk	1996 to 1997
AFC Investment	Portfolio Administrator	1995 to 1996

## EXPERIENCE

### Centred Alchemists (Pty) Ltd

2012-Present

#### CEO & Founder

Jacques assists CEOs of SMEs to make winning moves to gain company success. He does this in alignment with a 12-Step Company Success Plan. This enables people to drive the top priorities. The competitive advantage his clients’ experience is to FOCUS on the right things. He helps companies create success with:

- ❖ A Dynamic Strategy
- ❖ Engaged Employees
- ❖ Winning Teams

His engagements are goal driven, and all parties are held accountable through regular communication. Since starting CENTRED Jacques has helped many corporates to increase employee engagement and profitability. (also view [www.centred.co.za](http://www.centred.co.za))

## PROFESSIONAL DEVELOPMENT

### 2016: Leadership Management International programs

1. Effective Personal Leadership
2. Effective Personal Productivity
3. Sales Certification
4. Facilitation Certification
5. Grandmasters of Success

### 2013: MindScape System

Curriculum (International Body Talk Association)

### 2011: Shadowmatch (Administrator Training v2, Key Concepts)

### 2011: Beginners Zulu course (Funda Njalo Training)

### 2010: Strategy, Leadership and Change programme (GIBS)

### 2007: Effective Speaking and Presentation Course (Presented by Maurice Kerrigan)

### 2007: Rainmaker Sales Course (Based on work of Mahan Khalsa)

### 2006: Certificate in Coaching (The Coaching Centre).

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### Centred Alchemists (Pty) Ltd (continued)

#### KEY RESPONSIBILITIES

- Improve clients' effectiveness, and create new possibilities for their business and career
- Coach clients on the most effective ways to develop professional and personal skills
- Help clients understand their real issues and achieve their goals
- Help clients grow their business and its effectiveness
- Encourage clients to train their staff to be more proactive
- Advise clients on setting long-term goals and thinking "outside the box"
- Encourage clients to prioritise their business needs and delegate to their teams

#### KEY ACHIEVEMENTS

- Launched a successful business in the SME market;
- Increased revenue by 100% year-on-year;
- Approached by two other consulting businesses to join their executive team;
- Developing key partnerships to leverage the business.

### Shadowmatch

Oct 2012 - July 2016

#### Consultant

Shadowmatch is a sophisticated, user-friendly, internet-based worksheet. It enables companies using the Shadowmatch system to precision recruit new employees and to develop new and current employees optimally for that specific environment. Shadowmatch creates a benchmark profile or shadow of the behavioural habits of the top performers doing the same job within a given environment. It then matches the habits of potential or current employees against this profile. (also view [www.shadowmatch.co.za/about](http://www.shadowmatch.co.za/about))

#### KEY RESPONSIBILITIES

- Registered Agent and Consultant to sell Shadowmatch;
- Implement Shadowmatch as a benchmarking tool for recruitment;
- Facilitate Shadowmatch Team Analysis reports.

### e-Logics (Pty) Ltd (subsidiary of Imperial Holdings Ltd)

Jan 2010- Jan 2012

#### Executive: Business Support Services

e-Logics delivers client-focused, tailored solution through a combination of business services and information technology. They build, support and operate robust and scalable software and processes which is uniquely adaptable to every client's need and has a proven track record that includes:

- Physical Asset and Maintenance management solutions that include Transnet Freight Rail and other rail operations. Their 100% owned US-based subsidiary, e-Logics Inc even serves Amtrak in this domain.
- Complex business Logistics and transportation management solutions to Clover, Media24 and Pick 'n Pay Home Shopping
- Traffic Management solution including weighbridge control and management as well as toll collection. (Merger between e-Logis, Volition and other to form Resolve - [www.resolvesp.com](http://www.resolvesp.com)).

## e-Logics (Pty) Ltd (continued)

### KEY RESPONSIBILITIES

- Initially assumed overall responsibility for all business support services which include IT infrastructure, HR, Marketing, Project Management Office, Finance and Office Administration. As the company and my portfolios grew I initiated focused and become responsible for only Finance, Office Administration and Human Resource functions;
- Develop and implement internal processes and systems with specific focuses on finance and human resources;
- Responsible for the overall budget and cash management of the company.
- Responsible for all reporting to group with regard to month end flash numbers of e-Logics and its subsidiaries, monthly management accounts, EE reports and various other types;
- Responsible for all human resource initiative and policies and procedures;
- Responsible for all marketing and branding initiatives;
- Responsible to provide support service to US company, e-Logics Inc;
- Part of the executive team and responsible for input into strategy and growth. This includes defining and developing offerings, maintaining current clients and growing market share;
- Assisted CEO with purchase of subsidiaries from initiation to finalisation of the deal, including managing change and other key issues with mergers.

### KEY ACHIEVEMENTS

- Awarded best employer status in 2011 and 2012;
- Initiated a Green Initiative campaign which Imperial Logistics adopted and subsequently won the Mail & Guardian Greening the Future award;
- Implemented operational forecast and budgets. Ensured client contract is up to date and successfully executed;
- Improved billing and collection processes that ensured a reduction of up to 10 days in billing and reduced debtors days;
- Successfully created a new organogram and structure to ensure focus and accountability for the whole organisation;
- Successfully implemented IT support process with same day turnaround;
- Initiated various communication initiatives, i.e. company intranet and quarterly staff meeting to share knowledge and information about the company;
- Successfully appointed a Financial Director and a Human Resource Manager to take over my role and duties after resignation. Full handover with minimal risk exposure was achieved.

## The IQ Business Group

Aug 2006 - Dec 2009

### Head: Accounting Services

The IQ Business Group, with an R400m per year turnover, offers business consulting services since 1998 within the financial services, telecoms, healthcare and government industries. The group consist of more than 700 employees worldwide with offices in the US and Australia. The shareholders of IQ consist of a BEE consortium, management and some private equity investors (see also [www.iggroup.net](http://www.iggroup.net)).

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## The IQ Business Group (continued)

### KEY RESPONSIBILITIES

- Assume overall responsibility for the unit which includes sales and marketing, recruitment, client account management and staff management;
- Develop and implement a strategic plan, in line with the group with a 5 and 10-year view;
- Responsible for the budget of the division. This includes maintaining a gross profit and net profit margin. Also responsible to negotiate sales contracts and collection of debtors;
- Responsible for the career development of each staff member. Conduct surveys to establish that project allocation is in line with the individual's aspirations and focus on the person's strengths;
- Responsible for training and development of all staff with special focus on TOPP (Training Outside of Public Practice) candidates. TOPP curriculum has strict guidelines according to SAICA (South African Institute of Chartered Accountants) which have to be adhered to. Three monthly evaluations to be completed for each TOPP student;
- Responsible to manage key client accounts. This involves frequent project status update meetings with clients and ensuring the scope of work is defined and achieved;
- Responsible to collaborate with other divisions and cross-sell service offering which includes project management, business analysis skills, software development as well as high-performance learning service offerings from sister company HPL.

### KEY ACHIEVEMENTS

- Successfully achieved deliverables as agreed with the Executive Head of Nedbank Group Tax department and saved the client millions of rands in taxation;
- Part of winning team during a "rainmaker" sales course. The course was based on a real case study from one of my client projects (Nedbank project). I also presented the winning case study;
- Promoted from senior principle to manager within one year of employment. I started as a senior principal with the IQ Business Group in August 2006 and was promoted to manager in June 2007;
- Successfully concluded various new accounts for Accounting Services division. This includes delivering projects with Nedbank, ABSA, ABSA Capital, Macquarie First South Securities, Rand Merchant Bank, Kredit Inform (now Experion), Starfish Greathearts Foundation and The Nelson Mandela Foundation;
- Grown the accounting services delivery team to 20 consultants and successfully merged with the risk service business unit;
- Achieved a 4-year clearance report from South African Institute of Chartered Accountants for training Chartered Accountant's through the TOPP program.

## ER24 Emergency Medical Services (Pty) Ltd

June 2003 - May 2006

### Financial Director

The company operates over a 100 ambulances in 17 branches nationwide. It generates approximately 6000 invoices per month, has an annual turnover of R80 million and employs 450 personnel. ER24 provides emergency ambulance service to the general public and contracts with various organisations for the payment of services rendered. Contracts are concluded with medical aids, government, Road Accident Fund, Workman's Compensation, mines, hospitals and various events and corporate companies. The company is a wholly owned subsidiary of Medi-Clinic, a JSE listed concern. Also see [www.er24.co.za](http://www.er24.co.za).

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## ER24 Emergency Medical Services (Pty) Ltd (continued)

### KEY RESPONSIBILITIES

- Developed and implemented effective payment and capital purchase procedures. The company had focused on acquiring the operations of other ambulance services and the back office could not cope with the additional workload and transactions. Designed and implemented various systems to counteract the resultant problems;
- Implemented and maintained an IT infrastructure, which was previously hosted by Medi Clinic. I contracted with a service provider to install an exchange server, network cables and points, firewalls, backup processes and to perform monthly maintenance;
- Consolidate all accounting data and utilised only one accounting software system as transactions were processed on 3 different systems. Centralise accounting and admin departments by relocating and retrenching staff;
- Attend Board of Directors, Audit Committee and Exco meetings. Present annual financial statement, monthly financial reports, budget, forecasts, cash flow projections, ratio analysis and variance reports. Compiled minutes of all meetings. Also responsible for all statutory compliance;
- Provisionally approved operational feasibility studies. Provided financial input, reviewed ratio analysis and evaluated whether return on investment was in line with shareholder expectations. Developed feasibility costing model templates used;
- Responsible for managing risk. Initiated and conducted a workshop at managerial level to identify and rank risks. Calculated maximum probable losses and implemented policies and procedures to mitigate these risks;
- Chaired various disciplinary hearings. Initiated a gross negligent disciplinary against an employee. Case successfully heard and an immediate dismissal issued. Initiated a fraud investigation involving an ex-employee;
- Assisted and advised CEO on the pricing of capitation products sold to medical aids and corporate groups, by analysing the client's utilisation to determine the risk and price of products offered. Assisted CEO in developing above- the- line and below- the- line marketing strategies. Assumed position of CEO when he was on leave or travelling.

### KEY ACHIEVEMENTS

- Successfully turned ER24's finance department around and was subsequently appointed on a full-time basis. My objectives and accomplishments comprised the restructuring and consolidation of the finance department, implementing policies and procedures, producing and analysing management information, addressing major risks, preparing budgets and accounting for fixed assets:
- Eliminated all risk identified by the external auditors during 2004. The 20 serious risks identified, included the completeness of income, verification of fixed assets, segregation of duties, misallocation of expenses and no reconciliations performed on certain accounts. The auditors 2005 and 2006 reports indicated that no material risks were identified;
- Generated additional revenue of R180k through investing funds with the Remgro group treasury department;
- Increased monthly average debt collection from R1.5million to R4.5million during my 3-year employment by using my negotiating skills, attention to detail, meticulous planning and by streamlining systems. This included such actions as monitoring daily cash flow, negotiating a factored agreement with Alexander Forbes (reduced Workmen's Compensation claims from 120 to 40 days), establishing a quality assurance department with the purpose of ensuring all patient report forms were received with correct information and conducting regular meetings with medical aids and government;

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## ER24 Emergency Medical Services (Pty) Ltd (continued)

- Negotiated an above average tariff increase of 26% (2005) with the Council of Medical Schemes. I was a member of a committee tasked to develop an alternative billing structure and responsible for managing independent consultants. I initiated costing studies and produced the majority of information used to develop and substantiate new billing structure.
- Successfully implemented a new accounting software package replacing Pastel version 6 with Sage Line 500. I was the driving force ensuring steering and project meetings took place and were appropriately attended. I also managed to achieve the capital budget for the year;
- Successfully implemented additional revenue streams whereby invoices were rendered to clients when an ambulance arrived on the scene, medical intervention took place but the patient was not transported to the hospital. The national recommended reference price list of ambulance services does not cater for invoicing of these services. An additional R200 000 per annum was generated;
- Maintained the annual insurance premium even though the company experienced a very high vehicle accident rate. I achieved this by accepting a self-insured portion on the fleet's premium and managed to maintain the branches accident rate by reporting on the status of the vehicle fleet weekly and ensured emphasis on accident cost by reflecting it as a single line item in branch income statements instead of including in normal repairs and maintenance cost;
- Reduced staff turnover by more than 50% and saved R500k from budget in 2004 by re-writing job advertisements, interviewing key candidates, developing case studies to test candidates' competencies, adjusting salaries to market related rates, defining job descriptions and regularly interacting with staff; • Negotiated a favourable supplier's contract achieving an annual saving of R600k on the supply of medical oxygen.

## Gist (Pty) Ltd

Jan 2001 - May 2003

### Financial Director

Co-founded the company and started from a zero client base providing accounting and IT services. I headed up the accounting division and my partner the IT division. Gist was registered as a Pastel value added reseller and sold and implemented accounting software solutions. Also see [www.gist.co.za](http://www.gist.co.za).

### KEY RESPONSIBILITIES

- Prepared monthly management accounts, cash flow projections and business plans for a wide variety of clients;
- Prepared annual financial statement for companies, closed corporations and individuals;
- Completed annual tax returns for various companies and individuals;
- Sold and implemented Pastel software to various clients. Initiated the sale and project managed all implementations;
- Responsible for the financial reporting to directors and shareholders;
- Responsible for the administration of the company and the training programmes of accounting staff.

### KEY ACHIEVEMENTS

- Growing the accounting division from a zero client base through aggressive marketing and networking to a viable business whilst I was also responsible for the day-to-day running and implementation of internal controls at Gist;
- Selling the client base for a profit after two years of operation.

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