

Danny Hatfield CV

Most recent positions	<ul style="list-style-type: none"> • Head, Joint Ventures and Strategic Projects, FirstRand Group • Strategy Consultant, Accenture
Academic Qualifications and business diplomas and courses	<ul style="list-style-type: none"> • B.Sc (Honours) in Electro-Mechanical Engineering, UCT • B.Comm (Accountants Conversion Course), UCT • CFA – Level 3, The CFA Institute • Venture Capital & Private Equity (SAVCA/GIBS Programmes) • Business Analyst Training, Accenture, Barcelona, Spain • Business Consultant & Management Training, Accenture, Barcelona, Spain • Leadership (FNB Leadership Development Program and exchange) • Negotiating (Scotwork certification) • Project Management (MS Project, BPM) • Programming (Visual Basic) • Statistical Modelling (Crystal Ball) • Research (Bloomberg and Knowledge Exchange)
Enterprise Development	<ul style="list-style-type: none"> • Conducted As-is Assessment of FNB ED strategy and developed business case to launch Enterprise Fund in alliance • Design and set up of the Enterprise Development Fund; including legal, finance/tax & capital structures, BEE compliance, operational & risk governance, investment procedures and processes, reporting frameworks, organisational model / HR requirements • Development of Optimum Coal ED strategy & mandate (including identification, quantification & prioritisation of ED / PP opportunities to rapidly gain transformation traction) • Advised multiple Mid-Corps on end-to-end transformation strategies
Operations	<ul style="list-style-type: none"> • Set up operational processes & structures for multiple start-up and growth SMEs • Developed and implemented an Organisational Performance Management System (Local government- Cape Town Unicity) • Undertook comprehensive strategic and operational review of product houses and delivery channels (Retail and Corporate Banking- Nedcor) • Drove business process improvement initiatives (Branch Banking- FNB)
Strategy, management and business planning	<ul style="list-style-type: none"> • Conducted strategy & planning sessions for start-up and growth SMEs (including business plan development and ongoing coaching) • Started up Joint Ventures and Partnerships business unit to identify and develop strategic partnerships/alliances with Corporates to exponentially grow the bank's consumer financial services offering (Retail Bank- FirstRand Group) <ul style="list-style-type: none"> ◦ Developed alternate brand origination strategies for all product houses, market segments and delivery channels ◦ Managed JV stakeholder relationships • Headed up Special Projects environment (Personal Bank- FNB) <ul style="list-style-type: none"> ◦ Developed business cases and facilitated implementation of growth businesses and special projects e.g. launched the FNB vehicle finance product house ◦ Built and launched 2010 World Cup initiatives for Personal Banking • Headed up the Business Strategy division (Branch Banking- FNB) <ul style="list-style-type: none"> ◦ Manage the strategy development and implementation process for competitor and industry analysis, value proposition creation, Balanced Scorecard development, project mapping and initiation) • Drove M&A due diligences for foreign bank acquisitions (Business Architecture and Strategy division- Accenture)
Project Mgmt and change mgmt	<ul style="list-style-type: none"> • 7 years of experience in change management and project management across diverse industries with complex team structures

Legal	<ul style="list-style-type: none"> • Set up ED Fund legal structures & managed agreement drafting process • Over 2 years as CEO of JV's and Partnerships division <ul style="list-style-type: none"> ○ Headed drafting and negotiation process for all 5 major Alliances (Discovery, Vodacom, Edcon, Clicks and BA Comair) ○ Set up board/governance structures for all Alliances
Organisation, People, Teams, HR	<ul style="list-style-type: none"> • Built SME organisations i.e. designed SME organisational models & scaling plans, compiled job specs, recruited & trained teams • Designed, developed and implement an Organisational Performance Management System (Branch Banking- FNB) and (Local government- Cape Town Unicity)
Finance	<ul style="list-style-type: none"> • Assisted SMEs in structuring financing proposals and in raising finance (including ED grants, loans and equity) • Built & maintained SME financial models required to drive strategic decisioning (cashflow, resourcing etc.) and reporting • Strategic positioning and billing model development (Securities Exchange- JSE) • Development of a Shareholder Value Analysis model and first phase implementation (AngloAfrica- Anglogold) • Undertook Value Capture Analysis and Opportunity Assessment (Retail Banking- ABSA) • Developed corp. finance model to enable infrastructure investment decisions (Branch Banking- FNB) • Designed a new branch banking financial reporting framework including Activity Based Costing-driven transfer pricing for SLAs (Branch Banking- FNB)