



BUSINESS INTELLIGENCE
AND COMPLIANCE
OFFERING



Starting a B-BBEE Compliance Journey

We assist clients starting their B-BBEE compliance journey by:



Setting Objectives & Project Plan

- Agreeing on contributor target levels
- Deciding on applicable Codes and resolving any technical issues
- Appointing a verification agency
- Agree on project plan and deliverables
- 2 hour session

B-BBEE Scorecard Training

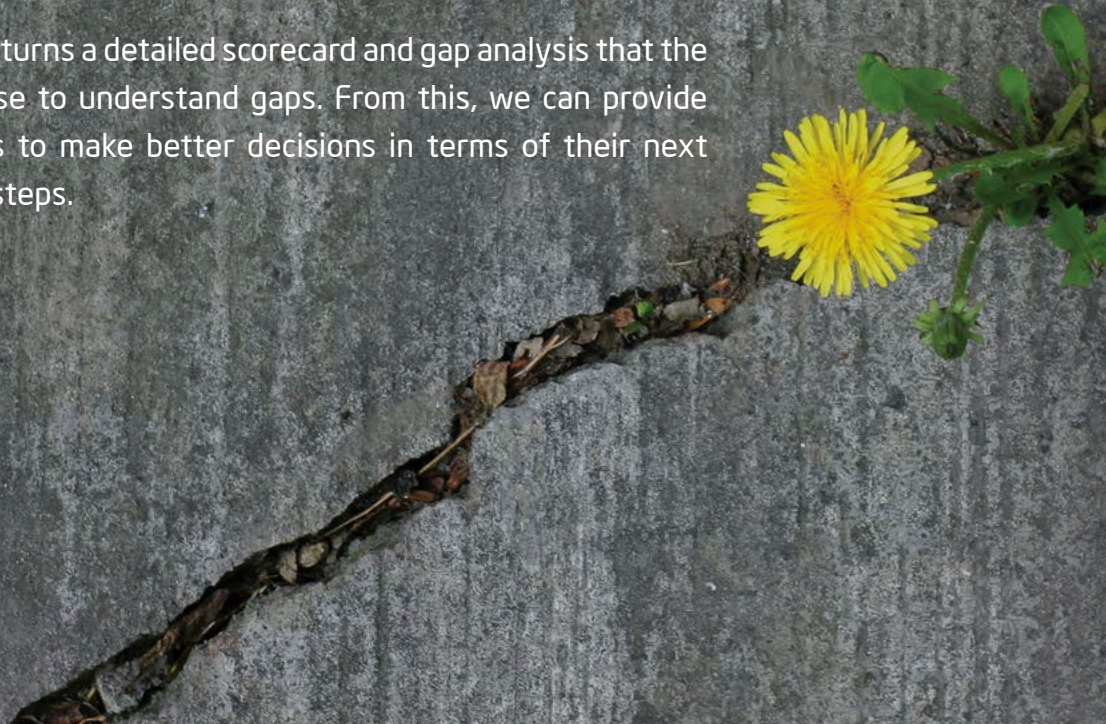
- Background to B-BBEE regulations and latest developments
- B-BBEE Codes Training
- Scorecard calculation training
- Verification requirements & evidence
- Approximately 4 hour session

We also provide training on B-BBEE Regulations, Codes and Sector Codes to clients' transformation champions; B-BBEE element owners; Management and Staff.

B-BBEE intelligence and periodic scorecards:

We assist clients to optimise compliance scores in a responsible manner. This is achieved by assisting in the cleanup and capture of all material data accurately, after which a score is calculated using the Alternative Prosperity scorecard calculator.

The calculator returns a detailed scorecard and gap analysis that the client can analyse to understand gaps. From this, we can provide scenario options to make better decisions in terms of their next transformation steps.

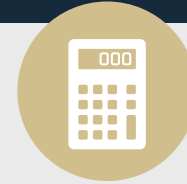


Data Cleansing



- Review of existing data to ensure validity and accuracy
- Assist to re-structure data for B-BBEE verification purposes
- Spend time with client to provide clarity on interpretive matters and other technical aspects

Scorecard Calculation



- Generate B-BBEE scorecard on latest available data
- Analysis for completeness and accuracy by a B-BBEE specialist

Scenario Planning & Gap Analysis



- Generate different scenarios for the complete scorecard or per element
- Provide indication of effort and costs per scenario
- Highlight opportunities for improvement
- Feedback presentation

Technical Opinions & Advice



- Detailed analysis and opinion on specific issues
- Technical advice on an ad-hoc basis as required

The completion of a Scorecard and Gap Analysis will allow the client to proceed with more surety into the formal B-BBEE verification process.

A pre-audit will prepare the client for the rigours of a full verification and also identify any gaps in their current recordkeeping system. This is then followed with continued agency engagement during the verification process to ensure optimal B-BBEE points are achieved.

Pre-Audit



- Assess for verification readiness
- Provide trial runs on certain data segments including sampling
- Report on gaps found during pre-audit

Agency Engagement



- Assist with selection of a verification agency
- Review sample data before submission for verification
- Facilitate any interpretation issues with verification agency
- Management of verification process to meet deadlines



The difference between the Alternative Prosperity solution and using an automated system:

An automated system typically offers a system calculator with data sheets, similar to an accounting system like Pastel. There is a requirement in terms of providing cleaned up, complete data.

This data is typically loaded into a spreadsheet-type input sheet after which it is transferred into the calculator. The calculator then provides an immediate score and a certain level of reporting. The system allows immediate reporting. In addition, such a system typically also provides scenario planning and automatic data linkages.

In generating transformation and B-BBEE business intelligence, a key challenge is incomplete and/or incorrect records being loaded into a system. This can result in either overstated or sub-optimal B-BBEE scores. Alternative Prosperity's focus on quality primarily aims to address the accuracy and completeness of B-BBEE reporting. We assist clients to steer clear of a situation where inaccurate inputs produce an inaccurate scorecard calculation. We do this through building specialist services around any system calculator.



We further ensure that the appropriate sector codes are used and a client has a realistic target to work towards. We ensure that data is cleaned up prior to finalisation of the scorecard. If the system has not been tested, we can run parallel scorecards using our own Alternative Prosperity calculators.

Our specialists perform deep analysis and craft smart responses to shortfalls. We also provide clients with support during verification.

We can offer this superior service because:

- We have a broad team that has a deep understanding of the B-BBEE legislation. We understand that the legislation is relatively new, open to different interpretations and that systems need to be customised and updated regularly
- We can work with any system. We have our own calculator and scenario planner, but our model provides expert B-BBEE analysis that assist the client with the use of systems and interpreting the outcomes.

The Alternative Prosperity value-adding solution vs. a generic system

Offer	System	AP	Comment
Selection of appropriate Codes	No	Yes	System sometimes supported with high-level guidance
Setting of Objectives	No	Yes	
Identifying technical issues	No	Yes	
Engaging verification agencies	No	Yes	Critical when technical interpretation issues could affect the score
System and Codes Training	Yes	Yes	Customised training
Review of data prior to calculation	No	Yes	Prevents time wastage due to re-calculations
Cleaning of data	No	Yes	Systems have limited validity checking only
System Calculator	Yes	Yes	AP lead time when using own calculator (1 day from complete data received)
Amend calculator within a day for changes	No	Yes	
Provide an immediate Scorecard	Yes	No	
Provide an immediate Gap Analysis	Yes	No	
Scenario planning	Yes	Yes	Systems provide own scenario planning in real time. AP lead time of 1 day.
Analysis of gaps and scorecard	No	Yes	Systems may have limited generic analytics
Pre-verification audit	No	Yes	
Check scores for optimisation	No	Yes	
Flagging fronting risk	No	Yes	



Next steps in the Transformation Process

Once the Scorecard and Gap Analysis is completed, the following logical steps in the transformation process is proposed:

1. Competitor Analysis
2. Strategy Development which consists of the following phases:
 - i. Defining transformation objectives and value drivers
 - ii. Identify the full range of possible options
 - iii. Build strategic paths
 - iv. Strategy formulation
3. Implementation of selected strategy actions



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