

PEARSON

DIGITAL EDUCATION TO SOUTH AFRICA

Moving into the future

PRINT,
DIGITAL OR
SOMEWHERE
INBETWEEN?

TODAY'S
BUSINESS,
TOMORROW

THE YEAR
THAT WAS

THE
HUMAN
FACTOR



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PEARSON

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Welcome to Pearson, South Africa's first ever internal magazine written especially for you. We thought we'd end off 2015 with an overview of the different developments in each key business area as well as a peek into the various business units' plans to attain their objectives for the year to come.

Within the pages of this publication, Pearson South Africa CEO Riaan Jonck talks about the group successes of 2015 and the great strides that Pearson South Africa intends to make in 2016. As the way that people consume information evolves, Pearson keeps pace by constantly updating the way that we deliver knowledge to learners. Our striving to remain at the forefront of trends assures Pearson's position as a leading education provider in South Africa, and indeed the world.

We take a look at the trends and insights that Pearson is seeing on the frontline of Learning Services, and how these are being implemented in learning materials as well as within the company itself.

The article about Human Resources at Pearson South Africa outlines the changes that the company has undergone over the past year and how the restructuring is for the ultimate good of the business.

There's also discussion around the #feesmustfall campaign and the impact that it had on the MGI and CTI campuses. The campaign resulted in a rethink about how fees would be structured for 2016, and this article explains the thinking behind this.

We move on to take a look at the policy space that Pearson South Africa operated in during 2015, and the role that Corporate Affairs played in addressing the key issues that arose. There's also discussion around the impact that these had on our customers and partners, and how this was managed.

The past year was a difficult one financially for Pearson South Africa, but the Finance and Operations business unit implemented cost streamlining measures that bode well for the company in 2016.

Technology is core to everything that Pearson does, and the Technology business saw 2015 as a watershed year, with great things to come in 2016 that will enable even better delivery of content to learners.



All of the above hinge off Sales, and the past year has seen increasing focus on customer satisfaction, key to which is ongoing interaction with customers to establish exactly what they want and need. Our success over the past year is testimony to the success of this strategy, which is expected to stand Sales in good stead into 2016.

We've also dedicated six pages to *Seen on the scene*, a social section. This is largely a visual feature with photographic and brief editorial coverage of key Pearson events, showing our colleagues at their best and having fun. Also featuring colleagues is *In the spotlight*, which profiles several Pearson South Africa employees and tells readers a little bit more about them and their lives.

We hope that you enjoy reading about our company.

Ursula Ndhlovu
Editor



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THE YEAR THAT WAS

The way that society consumes information is steadily changing from printed materials to electronic, and Pearson is also continually evolving.

Written by Lesley Stones

The past year has been a challenging one with a slow-down in KI2 orders at a provincial level, according to Riaan Jonck, CEO of Pearson South Africa. "We have, however, made significant strides in getting closer to the provinces and understanding the causes of this slowdown. The mooted one-textbook policy led to a reluctance in provinces putting in top-up orders and instead settling outstanding debt and moving budgets into teacher salaries.

"Even in this tough market environment, our market share has remained constant and we retained our market leader position."

A DIGITAL STRATEGY

Pearson South Africa's digital strategy was firmly cemented by several projects in 2015. Every government-approved textbook that Pearson South Africa prints is now available digitally. They are device-agnostic and can be used on any platform. They also have embedded features to make the content far richer. Science books, for example, have videos embedded to show the results of mixing chemicals together, or a 3D image of the heart so students can zoom in and follow the blood vessels.

Since maths, science and English literacy are the core subjects that prepare students for their entire lives, Pearson South Africa is focusing on that content first. Its Learning Services Business introduced the Vuma Literacy Project in 2015, designed to get students literate in their own language before they transition to English. The books are aimed at grades 1-5, to catch young brains early, and are available in print or in digital format for those schools equipped to use them.

Vuma books come in English, Zulu and Xhosa, and all 11 official languages will be covered, most of them within three years.

ASSESSING KNOWLEDGE

Another development in 2015 was Pearson's Test and Improve Programme. This focuses on maths and uses flash cards to test whether a pupil's knowledge is up to the required standard for their grade. Intervention material to boost their skills is available if the tests highlight any specific weaknesses.

The tests are being introduced for grades 3-4 first, when most children start learning maths in English, which probably isn't their first language. "That's a hurdle, so this is a committed effort to make sure literacy, maths and science are seen as a package of problems that we can address." Test and Improve trials have been run in Gauteng, the Free State and Kwazulu-Natal, and pupils have shown impressive improvements in their understanding of maths.

DELIVERING CONTENT

Educational material is no longer only about the actual content, but about how it is presented to the learner, Jonck says. "We have started making sure content is piped to the learner in the most successful manner by putting it into Pulse, a Learner Management System that has been developed globally." Pulse will be launched in early 2016 after intensive development work in 2015.

"It's a framework that we hang all the pieces on to complete the picture. The content is given in bite-sized chunks that the students engage with before they move on to the next piece. Then Test and Improve makes sure they understand it, and a teacher training part sits behind it to make sure teachers are capable of delivering in the digital world. It's not chalk and talk, it's a facilitated classroom into a digital world," Jonck says. "Learners sit with a tablet, a laptop or a PC and engage with much richer content that they can interact with and take tests."

One of the best features is that the interactive material shows how far a student is along the learning journey more effectively than traditional end-of-term tests, when it's

too late to intervene with extra tuition.

Proof of concept trials for Pulse in some Gauteng and Kwazulu-Natal schools have shown encouraging results, and Pearson is working with the Department of Education to develop a national strategy to roll it out to any school with the facilities to handle it.

IMPROVED LEARNER OUTCOMES

To prove that digital learning works, 2015 saw every student who enrolled at a Pearson Higher Education campus receive all their books pre-loaded onto a tablet. They can submit assignments electronically and receive feedback online from their lecturers.

The method isn't only boosting student outcomes, it's also providing an excellent platform to show what Pearson is managing to achieve, in the hope that it will help strengthen government support for digital schools.

"We have taken government officials to our Midrand campus and shown them how it works, saying this is the improvement we have seen since the print model and this is how we can make it work in schools," Jonck says.

The biggest hurdle is the cost of digital devices, and Pearson is engaging with the Department of Education to find a workable solution. "We want to show that the benefit of investing in digital far outweighs the costs of equipping the schools because of its capabilities, and we want the government to know it's money well spent," Jonck says.

ADDRESSING FEES CONCERNS

In Pearson's higher education campuses, the #FeesMustFall campaign had no major impact, although two positive outcomes were achieved. Firstly, Pearson introduced a scheme to guarantee returning students a place next year at the same price as the current year if they pay an R800 deposit. That will allow them to do a three-year course for the same price as their entry year. Meetings with student representative councils also saw Pearson ask the students to suggest ways

in which the organisation could improve their experience. The list mainly covered softer issues such as requesting sporting fixtures with public universities, so that is being arranged.

LOOKING FORWARD

"We'll intensify our execution of the B-BBEE strategy as the Amended Codes of Good Practice are introduced," says Jonck. "This will drive the necessary transformation across the business. We are further excited about the Brand project that kicks off globally on 4 January 2016.

"As Pearson makes the shift to becoming a full service education company, we'll be adjusting our structure and focus locally to

"Even in this tough market environment, our market share has remained constant."

Riaan Jonck, Pearson South Africa

reflect this. As we build the LMS for the DBE alongside Telkom, this opens up a strategic channel for Pearson with significant opportunities for our business. In the Direct Delivery environment, we've begun the work to optimise our campuses and ensure that we provide the best learning experience for our students and continue to grow.

"I'm really proud of our performance in the Growth Awards, and congratulate all the people and teams nominated, as well as our winners." **P**

PRINT, DIGITAL OR SOMEWHERE INBETWEEN?

The delivery of education materials is caught in a gap between the physical and the virtual worlds.

Written by Lesley Stones

The old world of printed textbooks is full of inherent flaws that digital content can address, but the shift in mindset and the skills and equipment needed to capitalise on the opportunities are not yet widespread enough to drive the change.

Pearson's Learning Services division is working to lead that evolution. But it will take time, and meanwhile, the limbo has hit the division's performance and necessitated some structural changes of its own.

A DIGITAL JOURNEY

The main plan for 2016 is to continue to champion the shift from print into digital content, and to provide the right materials, says Brian Wafawarowa, Pearson South Africa's executive director of Learning Services. "We're on a digital journey and our definitive products – our interactive resources – are ready to go to market. Our assessment tools and learner management systems are ready, and next year we'll take the full e-learning system into the education

environment and see how it responds."

Wafawarowa says Pearson is ahead of the curve in understanding what e-learning should look like, but is held back because the market isn't ready. It has developed a Pearson Basket of Services, and can pick out components according to the clients' needs, he says. Textbooks converted into electronic format are only a tiny part of the basket, since the true value lies in adding previously impossible content and services. They include learner management systems that allow learners to complete activities and get instant feedback. Teachers can immediately see how each learner is faring by their response to different questions.

The system can check individual progress against where a learner should be in the curriculum, and come up with remedial interventions to move lagging learners back on track.

For schools with erratic bandwidth and electricity, content can be preloaded on laptops or other mobile devices so learning can still take place when there is no power.

One exciting development is an extensive trial conducted in Kwazulu-Natal, where Pearson South Africa has supplied tablets pre-loaded with electronic content to rural and urban schools.

"We divided learners into groups for e-learning and groups that remained in the print environment. We tested them at the beginning, before we launched the e-learning products and plotted their progress. Because we isolated them from other learners, we can definitely attribute all the progress to the interventions we are making," says Wafawarowa.

Reports analysing the results will help to guide the shape of Pearson's future efforts to drive e-learning.

DOES E-LEARNING EQUAL SMARTER LEARNERS?

Wafawarowa is confident the results will prove a direct correlation between e-learning and better learner outcomes, especially in the vital subjects of maths, science and English.

Many institutes are asking to see the report to assess whether there is evidence that e-learning produces smarter students. That isn't always the case, even in more advanced countries, because e-learning often describes something as simple a book in PDF format that you read on a screen, without the interactive supporting features Pearson is developing.

"We came up with assessment solutions, progress management tools and content and administration modules, and we also learned that the needs are different for different organisations," Wafawarowa says. "The tests confirm that the type of learning we've been implementing has improved learner outcomes." The trials also transformed some previously reluctant teachers into champions of e-learning.

The experiment was equally valuable for Learner Solutions, by giving its staff practical experience with real kids and real teachers in varied conditions. "We wanted to find out if what we're doing and what we believe in does indeed enhance learner outcomes. We used independent assessors,

and if the results come out positive, we'll stick to our model of implementation and advise our clients to take it up. If there are areas where things didn't go as well as we thought, we'll review those areas to improve the model."

In 2016, the content and learner management systems will be launched into the market, more learning material prototypes will be turned into saleable products and new prototypes will be developed. That costs a lot of money, and before the tests, it was largely based on assuming what people need and investing heavily to create it.

THE ECONOMY AND EDUCATION


But Pearson's readiness to tackle a market that is moving very slowly has taken its toll. "One challenge we have faced is lower than expected expenditure in the school environment, where money allocated for the acquisition of teaching materials wasn't spent in quite a lot of provinces. Our sales are down substantially," Wafawarowa says. "We're maintaining market share and even growing it, but doing so in a shrinking environment"

The key need is to convince the state that printed materials can no longer solve our schooling problems, but that investing in digital content would help to resolve many of the long-standing issues, instead of patching the problems with yesterday's solutions.

Meanwhile, Learning Services is reviewing its own infrastructure and operations. "Once this change takes place, it calls for a rethink of the way we do business. We have had an idea for a long time of what that model will look like and we have tried to reach it without any direct interventions, but by evolving towards that."

He doesn't expect retrenchments, but if people leave jobs that are no longer relevant in a digital future, they are not replaced. "We're trying to take advantage of the advent of the digital era to have another look at how our teams operate. We hope to slip into it rather than be trimmed into it," he says. **P**

Brian Wafawarowa,
executive director:
Learning Services,
Pearson South Africa

A portrait of Brian Wafawarowa, executive director of Learning Services at Pearson South Africa. He is a Black man with a short haircut, smiling at the camera. He is wearing a dark suit jacket over a white button-down shirt. He is seated on a green chair, with his hands resting on his lap. The background is a plain, light-colored wall.

"We're on a digital journey and our definitive products – our interactive resources – are ready to go to market."

Brian Wafawarowa, Pearson South Africa



Alice Bhebhe,
executive director:
Human Resources,
Pearson South Africa

THE HUMAN FACTOR

It's often said a business is only as good as its people, so for the company to move forward this vital asset needs to be managed properly. Enter Human Resources.

Written by Chana Boucher

Change is never easy for an organisation's employees, but change they must at Pearson as the South African arm moves to align its systems and processes with its international counterparts.

Alice Bhebhe, executive director of Human Resources at Pearson South Africa, looks to 2016 as the year in which the company will successfully make the transition. "Our division achieved its main goals in 2015, which included supporting the simplification of the company's processes, aligning the value proposition as an employee and contributing towards to growth of the company," she says.

Further, Bhebhe explains that 2015 has seen Pearson South African aligning itself with global practices to ensure that all employees get the same experience across the globe. This has included cleaning up employee data, revisiting and refining workflows and aligning the direct-delivery side of the business to the rest of the company.

The HR division has been working furiously to introduce two new systems, Taleo and Fusion, which will be rolled out soon and are expected to streamline most practices. According to Bhebhe, Taleo is an online global recruitment system that will not only streamline the recruitment process, but also help manage people data better.

WORK IN PROGRESS

Some of the other highlights Bhebhe mentions from the past year include reviewing the culture and values within the company. She says diversity workshops, which proved to be a benefit in bringing together employees across business areas and backgrounds, were held to reinforce the business' culture of embracing diversity.

Another important area of development has been organisational restructuring to allow for transformation and ultimately company growth. In the process, Bhebhe says new ways of working were introduced. "Change management was key as we moved into the matrix structure and

A WINNING PAIR

Taleo, the global system of choice for Pearson, will change the way recruitment is managed. Not only does it expose South African employees to the global recruitment procedure, but it also drives accountability, a key value at Pearson. Taleo is part of the Oracle suite of products and is used by thousands of companies around the world. So, what does it do?

- The hiring manager will have greater control of the recruitment process and possibly additional support from Pearson People Services.
- Employees will be able to view

vacancies throughout Pearson.

- It gives the recruiter one source of candidate information, process status and approvals, meaning increased efficiency as well as ease of reporting and decision-making.
- Senior leadership benefits from improved data accuracy and enhanced reporting to drive informed decision-making. Taleo also significantly improves the tracking of all pre-employment checks.

Meanwhile, the HR information system, Fusion, will offer HR data,

reports and dashboards from a single source. It will provide:

- A self-service, online approach to managing personal information.
- An HR information tool for employee life-cycle transactions and information reporting, including transparent job profiles and grades for individuals, a new induction experience and absence management.
- Leave requests for employees.
- A leave reporting system for line managers to help with workforce planning.

streamlined processes.”

With people development and learning being a huge focus for Pearson, it's no surprise that Human Resources devoted significant attention in this area. According to Bhebhe, broad-based black economic empowerment is another of her division's priorities and influences the development plans to ensure they support what the company needs to achieve to be sustainable. Furthermore, HR also encouraged all Pearson employees to engage in the learning opportunities afforded to them. “I have been highly impressed with the learning culture. The uptake to the learning interventions offered has been amazing,” says Bhebhe.

This year has largely been about aligning Pearson South Africa's structures to the business strategy for growth, while 2016 will be about implementation and the continuation of successful projects. Aside from the rolling out of Taleo and the new HR system, Fusion, the division will keep pushing successful initiatives. These include aligning career frameworks across the business, driving the online integrated performance and reward programme and the delivery of accredited training. “We will continue to enable the growth of the company,

“We will continue to enable the growth of the company, transforming the ways we work to achieve results.”

Alice Bhebhe, Pearson South Africa

transforming the ways we work to achieve results. This is something that never comes to an end. We will also continue to streamline processes, make information readily available for decision-making and build a diverse culture that promotes inclusivity,” says Bhebhe.

DOING IT RIGHT

For Bhebhe, the role of HR is to enable the right people in the right place and create an environment that is conducive for them to thrive as human beings, not workers. “It's not just about business, it extends to the bigger context,” she adds.

Her hopes for the year ahead are to start seeing the processes and ways of working being embedded as the business

is pooled into One Pearson. But she admits that it is not always easy to move from one way of working to another. “We need to work smarter so we can lessen the stress. We need to work in an efficient way, so we will continue to make improvements to enhance our efficiencies,” says Bhebhe.

She urges all staff members to understand that the changes are happening for the right reason: so that Pearson continues to be number one. “I believe we've got the best people and we appreciate the work that is being done and the long hours put in to help us get to where we want to be. We need all hands on deck to transform the organisation,” concludes Bhebhe. **P**

A YEAR OF LANDMARKS AND LESSONS

Mark Cunningham,
executive director:
Direct Delivery (MGI
and CTI), Pearson
South Africa



National strikes that recently disrupted universities across the country had little impact on the higher education institutes run by Pearson South Africa.

Written by Lesley Stones

While some students expressed solidarity with the #feesmustfall campaign, no lectures or exams at the 13 MGI and CTI campuses were derailed by the national discontent.

Pearson South Africa runs its higher education centres on five principles, of which affordability is one, says Direct Delivery executive director Mark Cunningham. The heads of campus met the student representative council during the #feesmustfall campaign, and agreed that students can study next year for the same fee as 2015 if they re-register by the end of December and pay an R800 deposit. About three quarters of its students have already taken that option to avoid a fee increase.

Those who don't re-register in advance will pay a fee that will increase slightly, although below the inflation rate, while fees for new students will rise in line with inflation.

MGI and CTI fees are slightly higher than regular universities, but with no government grants to support its students or any funding for the centres themselves, Pearson must innovate to remain affordable.

SUPPORTING STUDENTS

Pearson South Africa offers financial schemes through scholarships based on academic merit, assistance with loan applications and deferred payment schemes where students who are close to graduating can pay a small monthly fee and pay the bulk of their fees once they have a job. In 2015, 600 students took that opportunity. Those schemes and scholarships help to ensure that more students can afford to enrol and complete their studies.

The students are aware that CTI and MGI aren't publicly funded so they expect a high level of service delivery and are prepared to pay for it. Cunningham says, "They've made their choice of where to study and we hope it's because of the

courses and the environment we provide.”

Students at state-run universities may be one of 600 people in a lecture hall, but MGI and CTI classes rarely exceed 40 to 50. That has probably helped to protect it against disruptions by dissatisfied students who feel they are paying too much for too little.

“You get a very different, more personalised learning environment with plenty of attention in the classroom and campus, which differentiates us from public-funded universities,” Cunningham says.

He believes government could potentially offer cheaper education because it has the money in its budget, but chooses to spend it on other things. South Africa invests very little on higher education compared to other African countries, although it spends the most per capita on education as a whole. That money is going into schools, yet the poor results do not reflect much return on investment.

BUSINESS TRANSFORMATION

During the past year, the MGI and CTI operations underwent several transformations that were all necessary but which, in hindsight, should have been better phased, Cunningham says. The changes came after research into the student lifecycle to see how processes could be improved.

Its sales and business development divisions were transformed and the incentive and remuneration structures changed for 300 people.

A customer relationship management system was installed, and the call centre outsourced to a national expert to raise the quality of engagement with students.

To help attract and retain students, a series of entertaining events was organised for existing and potential students and their sponsors. The organisation also stepped up its social media presence, which has led to a significant increase in the number of potential students requesting information.

Those projects were all successful but

also quite challenging, Cunningham says. He would recommend that any other division planning large changes should focus on executing a small number of critical projects exceptionally well, rather than over-stressing the staff and the business with too many competing projects at once. “Trying to do them all within six months was too much and we made some mistakes along the way, and that can impact normal operations. Be very clear about the impact of some of those big undertakings and give yourself time to execute them brilliantly.”

The changes were all necessary because research among the students raised flags that some of the previous ways of engaging with them were no longer adequate. “You have to start responding to those things if you want to build customer loyalty and retention. We had to respond, but in hindsight, perhaps we didn’t have to do it as quickly

country to deliver people who are well qualified and highly employable.

CAREER DEVELOPMENT

In the coming year, the core strategy will remain focused on the five pillars of accessibility, affordability, technology, employability and academic qualifications.

One exciting step will be opening seven Employability Centres to support the employability goal. These centres will be staffed by career advisors and equipped with physical and virtual resources to help people with their career decisions and skills development.

Another project is to roll out a national student academic induction programme across all its campuses. Each campus has previously been left to design its own academic induction programme, but the student support team has now devised a uniform two-week induction programme. “We’ve structured it to

“You get a very different, more personalised learning environment, with high attention in the classroom and campus, which differentiates us from publicly funded universities.”

Mark Cunningham, Pearson South Africa

as we attempted. The critical thing is we did respond to our student needs and are laying foundations for an exceptional student experience.”

The institutes want to retain students until they complete their qualifications, because that’s good for revenue and cheaper than attracting new students. It’s also good for the

give our students the best possible introduction, because entering a higher education environment can be a very daunting process,” Cunningham says.

In the longer term, the campuses are also working towards being rebranded as the Pearson Institute of Higher Education, due for completion for the 2017 academic year. **P**

TODAY'S BUSINESS, TOMORROW

The only thing that is constant, is change.

Written by Alison Job

The past year has seen many changes at Pearson South Africa, ranging from partnerships to policy. Zodwa Pakade, executive director of Corporate Affairs at Pearson South Africa, says one of the biggest highlights has been setting up and building strategic partnerships with key partners in government, state-owned enterprises, private sector and institutions of learning. "We're aware that as we progress our strategy, we won't be able to grow on our own, so partnerships are key," says Pakade.

In many cases, Pearson South Africa has made the transition from a supplier of textbooks looking for orders and payments, to a partner in building policy and executing quality for the education system. Pakade adds, "We set out to position Pearson as a trusted partner in education, and I believe we've done that in a very real sense.

"From a strategy perspective, we've been able to work out clear business models for our emerging strategy pillars. We've responded to the slow-down in K12 orders by getting engaged at strategic levels in the provinces to understand the nuances in each environment."

Over the past year, Pearson South Africa has managed to solidify its leadership position in education and has educated

its stakeholders, such as government, parents, learners, teachers, partners and the community, on why Pearson has been a leading education brand for so many years. This has been achieved in part by building solid relationships and by a 200 percent increase in quality public relations, says Pakade. "Teams across Pearson South Africa have been positioned as subject matter experts with quality opinion pieces into the mainstream media and the education sector."

CHANGING LIVES

"The focus on broad-based black economic empowerment, with clear targets per element, has resulted in an improvement from a B-BBEE Level 8 to an impressive Level 5 in 2015 for the Learning Services business," says Pakade. "As we conclude Project Progress for MGI and CTI, this programme will accelerate in that environment and will ensure strategic growth over time."

The B-BBEE programme has enabled Pearson South Africa to look both internally and externally at the business, and put plans in place to ensure it transforms the lives of all South Africans that are within its ambit. "Government and state-owned enterprises are doing business with companies at a Level 4 and better, and we need to ensure we are reaching these levels," she says.

SHAPING FORCES

Pakade explains that the aim of Corporate Affairs is to shape, support and enable the Pearson strategy in South Africa. She says, "With Pearson's experience in the

education market, we've been able to evolve our strategy even ahead of government policy. Our Learning Services teams have created products and assets that we're able to introduce into the education market. In addition, we're relieved that the one-textbook policy has not come into full swing, and, in the meantime, we're preparing for such an eventuality."

The one book per subject, per grade, per language would have meant that pupils across South Africa would use the same textbook and study material.

The key pillars for Pearson South Africa's Corporate Affairs team include:

- Creating and managing stakeholder value
- Driving sustainable business growth
- Positioning Pearson as a good corporate citizen through its Social Impact
- Positioning Pearson as a trusted education partner
- Embedding a culture of digital across the organisation.

TALKING ABOUT PEARSON

While marketing campaigns and advertising are often important to raise awareness with customers, in a market where the sales environment is business-to-business, there's a need to build strong and strategic relationships both before and after the customer has signed a deal.

"It's key for us to understand intimately our customers' challenges and strategies, and build a roadmap with them to deliver on their vision. This means that our relationship with the Sales and Learning Services teams cannot be separated. Building these customer relationships takes time, and we cannot afford to 'speak at' them or short-circuit relationship-building because of our own sales timeline," says Pakade. "As a trusted partner, we're creating longer term, stickier managed services deals, instead of beginning each year at zero."

BRAND VALUE

"We've spent the past 24-36 months building a One Pearson brand," says Pakade. "We've revamped Neo and are looking

Zodwa Pakade,
executive director:
Corporate Affairs,
Pearson South Africa

forward to more employees sharing their experiences through blogs and updates. We've relaunched the Pearson South Africa website. As we participate in key industry events, we're ensuring that our Sales, Learning Services, Innovation and Technology teams have the ability to articulate the value propositions we've developed together and drive customer-centric solutions and engagements."

Going forward into 2016, priority will be given to the relaunch of the Pearson brand in South Africa. Pakade clarifies, "We know that we currently have low brand awareness, especially in the sectors where we want to grow. We're still seen as a traditional publisher and we need to build our brand as a provider of digital education and other services such as testing and teacher training.

"We're also excited about rebranding MGI and CTI under the Pearson banner. To this end, employee engagement is key, as is the creation of 1 700 Pearson South Africa ambassadors. We have a responsibility to remain true to our brand promise and values."

DRIVING TRANSFORMATION

The Department of Trade and Industry has published the Amended Codes of Good Practice, and Pearson South Africa is aware that it needs to be fully compliant, while also driving full transformation for the business. "We've put plans in place to ensure that this transformation becomes the way we do business, not only to get a B-BBEE certificate with which to trade. Social Impact is a key focus that is integrated in the B-BBEE programme and we're keen to see the results of the programmes in flight and how we expand these over time," says Pakade.

"All of our employees participate with enthusiasm in our volunteerism programmes. However, we've needed to be more focused with Social Impact, ensuring we don't invest in programmes that will have little relevance for our local communities. So we're training districts with PMET, we're training unemployed graduates, we're developing literacy programmes and many more initiatives."

"I'm especially excited and thankful that we've signed a contract with Telkom to deliver the Learner Management System for the Department of Education (DBE)," says Pearson South Africa's Zodwa Pakade. "This is a really significant achievement for Corporate Affairs and Pearson, as it gives us first entry into the main channel for digital education. It's been a journey that has taught us the value of building solid relationships and shared value, instead of chasing quick wins. I'm looking forward to engaging further with the DBE, provinces and other potential partners on the up-sell opportunity for content, assessments, teacher training and change management."



“It’s key for us to understand intimately our customers’ challenges and strategies, and build a roadmap with them to deliver on their vision.” Zodwa Pakade, Pearson South Africa

Pakade's division is currently under-resourced and she says that a key focus will be to ensure Corporate Affairs has the right calibre of talent to take its strategy forward and take responsibility for Pearson's market performance alongside its sister-portfolios. She says, "We've been in opening and closing keynote addresses of all key industry platforms, talking education and e-learning, and we expect to build on this."

Finally, advocacy, public relations and external communication will continue to drive Corporate Affairs' function, especially as Pearson South Africa transitions into new market spaces. "We've completed a digital strategy to support the communication and marketing strategies, and I have no doubt that this will enable improved communication between colleagues, with more conversational engagement rather than broadcast," concludes Pakade. **P**

HIGHS AND LOWS AND 2016

It's a been a difficult year for Pearson, but ongoing cost reduction and operational streamlining bode well for the future.

Written by Monique Verduyn



Mike Ogden,
executive director:
Operations and
Finance, Pearson
South Africa

The past year has been a tough one to weather, with the country coming alarmingly close to losing its place as the second-biggest economy in Africa behind Nigeria. It's predicted that South Africa's GDP output for 2015 could slip to \$317 billion, with GDP growth expected to be around 1.5 percent. At the same time, the economy has been battered by major fluctuations in the exchange rate, with the rand hitting all-time lows against the US dollar and Sterling in recent months.

It's against this backdrop that Pearson South Africa's sales have weakened, both in the learning services and traditional publishing divisions of the business.

"Our strategy has been set back by slowing economic growth in South Africa, and by unexpected cutbacks on textbook spending in the country," says Mike Ogden, executive director for Operations and Finance, Pearson South Africa. "At the same time, we're reshaping our business model in line with the shift from print to digital."

HIGHLIGHTS AND CHALLENGES

The nine provinces, Pearson South Africa's major customers, are unpredictable and the playing field continues to change from year to year. The proposed single textbook plan for all schools nationally is just one example.

"Looking ahead, it's likely that many provinces will not be spending anything close to what they have in the previous financial year, even if the company receives late orders before the year comes to an end," says Ogden. "Likewise, our results from digital learning services will be significantly lower than predicted in our original plan. We can expect that austerity measures such as travel and other spending cuts will become the regular order of business."

On a more positive note, Pearson South Africa has controlled operational expenses and implemented successful cost-saving measures. Gross profit percentages remained high on the back of last year's buffer stocking policy, which enabled the company to benefit from the sales of books at 2014 prices.

On the direct delivery side of the business, the company has had to deal with a drop in student numbers – from 13 000 in 2012 to potentially just more than 10 000 in 2016. There are many reasons for the reduced numbers, the greatest being the lack of funding available to potential students in order for them to enter the higher education space.

In addition, the rollout of a new business development model, the late introduction of a sales commission scheme, and the launch of a new outsourced call centre that was not aligned with the closure of the in-house call centre, all conspired to challenge the business in every possible way. On their own, each of these would have been taxing, Ogden notes. In combination, the impact was harsh.

"On the upside, we have restructured the way we view our sales pipeline through a more focused approach to schools that have high levels of enrolment (Project Focus)," he says. "This should enable us to move closer to our planned targets for 2016 and thereafter."

"In addition, the direct delivery management team is looking at rationalising the business' operating expenses and various cost structures. We're planning to implement sustainable savings for 2016 and into 2017. Our main goal, over the next financial year, is to boost direct delivery so that we can return to acceptable profitability levels by 2018."

THE IMPACT OF THE RAND

Both Learning Services and Publishing rely on a certain amount of imported publications. Higher education textbooks, in particular, have increased significantly in price and are testing the market. This will require an investigation into pricing policies.

"We did, however, negotiate a strong supply deal with the company's main printer at the beginning of 2015, resulting in a sub-inflation percentage increase. This means we've not yet been affected by the increase in the costs of paper," says Ogden. "In the Direct Delivery business, certain overseas royalty payments have been adversely affected, but this is not a major contributor to decreasing profits."

WHAT LIES AHEAD IN 2016?

In the Publishing business, Pearson South Africa expects further advances into digital as the move away from textbooks continues. Proofs of concepts (POCs) are being conducted in Kwazulu-Natal, the Free State and Gauteng. These are functional systems for teachers and learners and it's expected that they'll be fully implemented over the next three years – in a joint venture with Telkom and the Department of Basic Education – at 1 670 schools across these provinces.

In the Direct Delivery business, Pearson South Africa will continue to optimise campus size, class size, and the overall student experience. It will also align its cost structure with the current level of students.

Ongoing focus on the sales pipeline and cost structure will ensure that Pearson South Africa returns to the levels of profitability it's accustomed to in this marketplace within the next two years.

OPERATIONAL HIGHLIGHTS

"Our Operations team is committed to creating the highest level of efficiency possible within the organisation and to maximise profit. Together, the team faced many challenges during the year," says Pearson South Africa's Mike Ogden.


Here are the highlights:

1. The opening of the Midrand Graduate Institute (MGI) main campus in Bedfordview, Johannesburg.
2. The opening of a residence at the MGI campus, which can house 420 students.
3. The exit from two Johannesburg head offices and the move of both to the Midrand MGI campus, resulting in reduced rental costs.
4. The transfer of the Johannesburg insourced call centre to an out-sourced call centre with 80 agents at WNS in Bellville, Cape Town.
5. The relocation of the Cape Town head office, including 310 employees, from Pinelands to the refurbished AAA grade Media City building in the Foreshore precinct. In addition to a more competitive monthly rental, staff can now work from an open plan, modern, attractive building that is also central.
6. Pearson has made significant progress in improving its broad-based black economic empowerment (B-BBEE) score under the new codes of practice when it comes to ownership and preferential procurement.

"Our main goals over the next financial year are to focus on the sales pipeline and cost structure in direct delivery so that we can return to acceptable profitability levels by 2018, and to continue to retain market share in the print market and grow the digital offering." Mike Ogden, Pearson South Africa

The fact that 2016 is a provincial election year bodes well for the company as this could lead to increased textbook buying.

"Despite the difficulties we confronted in 2015, Pearson is uniquely positioned to help meet the national demand for better

education and skills," says Ogden. "By continuing to meet some of South Africa's biggest education challenges we can build a stronger, agile, more profitable and faster growing company with increased focus on the student experience." 

A TECHNOLOGY WATERSHED

2015 had its share of victories and challenges, yet the year may also be a watershed in the company's technology-powered future.

Written by James Francis

Earlier in 2015, Pearson cut the ribbon on its new Bedfordview campus. It was a significant moment, but not because this state-of-the-art facility adds to Pearson's cachet as a leader of the educational industry. The campus is a marker in a journey that began back in 2012, when Pearson South Africa started investing in a future molded by technology. The new campus is a blueprint of what's to come, including the launches of similar sites in Pretoria, Potchefstroom and Durban during 2016.

But even if that future is being technology-shaped, it's not technology-driven. Quite the opposite, says Nirvani Dhevcharran, executive director of Technology at Pearson South Africa: "We technologists are used to operating in the back office, putting down the digital building blocks for business to use. But success doesn't happen in a vacuum, and during 2015 we became increasingly

conscious of engaging Pearson's users, customers and suppliers."

PLAN FOR CHANGE

Modern technology can bring incredible changes to the table, some that need to be eased into. A case in point is when Pearson South Africa replaced its ageing CRM system with Salesforce.com, a market-leading application that Pearson South Africa can expand and thrive on. It was a necessary and positive upgrade, yet the IT teams did not really allow users to keep pace.

"A lesson we definitely learned in 2015 is not to do too much too quickly. The Salesforce.com system was brought in quite seamlessly, but we underestimated how much that change would impact everyone in the company. So we had a longer stabilisation period, but today the transition has been a success," says Dhevcharran.

The shift was significant, initiating the

creation of new business processes and target models. It also helped lay the groundwork for more technological revolution. This is paralleled by the new campuses, which set innovations, such as softphones and video conferencing facilities, into place. This improvement was evident when Pearson South Africa opened its new headquarters in Cape Town.

Most of Pearson South Africa's telephone communications, including its call centre, now use softphones. These applications enable calls to be made over Pearson's computer networks and blend with other collaboration technologies. The South African head office is already home to a state-of-the-art video conferencing room, one of only two currently across Pearson's global presence.

"Softphones and technologies, such as Google Hangouts, have completely changed how meetings at Pearson are handled. There is much more integration, which is allowing the company to expand its services in ways we couldn't offer before."

RESTRUCTURING LEARNING

This will pick up even more pace in 2016. One example is the disparate timetables in Pearson South Africa. Next year, these will be unified under a single system, which opens new possibilities—not the least being able to deliver remote learning facilities.

"On some of our campuses, there aren't enough students per subject to justify having a permanent lecturer. In the past, this would have meant shelving that course until more interest is shown. But if we use a universal timetable that our video meeting systems can integrate into, one lecturer can engage with many classrooms at the same time."



Nirvani Dhevcharran,
executive director
of Technology at
Pearson South Africa

PEARSON TECHNOLOGY IN 2015

- Introduced a new Salesforce.com CRM system to replace the outdated CRM systems in Pearson South Africa
- Opened the landmark Bedfordview campus, laying the blueprint for more technologically advanced campuses across South Africa
- Distributed over 5 000 tablets to learners, including 12 public schools in Kwazulu-Natal
- Converted telephony systems, including the Pearson South Africa contact centre, to softphone technology for better and more cost-effective communication
- Heavy investment in and deployment of video conferencing facilities, including one of two telepresence suites in Pearson Global.

“We technologists are used to operating in the back office, putting down the digital building blocks for business to use.” Nirvani Dhevcharran, Pearson South Africa

Digital learning is a large part of Pearson's education strategy. In 2015, the local chapter distributed over 5 000 tablet computers to learners – including several public schools in Kwazulu-Natal. This momentum will continue in 2016 with at least 5 000 more tablets, as well as the introduction of Pearson's own e-reader application. That in turn ties into Pearson's growing online resource

library – improving access to these digital materials is another area of focus in 2016 for Dhevcharran and her team.

BETTER COMMUNICATION

Pearson South Africa's technologists have been growing more user-centric for a while, but 2015 demonstrated that it's an ongoing process: “The important thing is that we keep improving our

communication with the rest of Pearson's user base. Projects such as the Salesforce.com implementation help us strengthen those relationships.”

The excitement among Pearson South Africa's technology staff is palpable: much of the past few years has been spent creating the foundation for this big technology push. Some are already showing results that are changing how Pearson operates. Much of what the local team has accomplished is being absorbed into Pearson's global IT strategy.

Yet, this is only the beginning, says Dhevcharran: “In 2016, we will be introducing some game-changing technologies that not only help point to the future of Pearson, but the educational market as a whole. But we couldn't have done it without the support and collaboration of Pearson's staff and partners. It's those relationships that make this journey meaningful and very exciting!” **P**

CUSTOMER SERVICE FOCUS PAYS OFF

Creating customer value, satisfaction and loyalty is central to a solid sales strategy.

Written by Monique Verduyn



Alan Tait, executive director: Sales, Pearson South Africa

Pearson is facing stiffer market conditions today than ever before. The cornerstone of a successful sales strategy in such a demanding environment is customer service. Companies can win customer loyalty and improve profits only by meeting or exceeding customer expectations.

"One of the most constructive experiences of 2015 for Pearson South Africa was the improvement of our relationship with Van Schaik, the largest specialist academic book chain in the country, and one of our biggest higher education customers," says Alan Tait, executive director: Sales, Pearson South Africa. "Through personal care, regular face-to-face meetings, and a commitment to increasing the company's confidence in Pearson South Africa, we gained deep insight into Van Schaik's wants and needs, and what was working in its favour, or not. The process was initiated towards the end of 2014, and we succeeded in raising Van Schaik's customer satisfaction score from four to eight out of ten."

LEARNING WHAT CUSTOMERS WANT

Over the course of 2015, Pearson conducted customer satisfaction surveys with 15 top customers throughout the year. To ensure objectivity and fairness, the surveys were done by employees who have no involvement with these customers.

"Stock availability and pricing remain key issues," says Tait. "Typical problems that all publishers face include late delivery of books to stores and other customers, and we've made a concerted effort to improve turnaround times. One of the challenges in our business is to pre-empt the top-selling publications and ensure that we have enough stock on hand to meet customer demands timeously. It's a constant battle to try to determine which titles will sell and which will gather dust in the warehouse."

When it comes to digital solutions users and customers, says Tait, they want to be assured that any problems they experience will be fixed as quickly as possible. In the classroom environment, when an e-book does not work, learning comes to a stop. Service level agreements (SLAs) are in place to ensure speedy resolution of problems.

"Our customer call centre has performed

TOP TARGETS FOR 2016

- To grow the rollout of Pearson South Africa's learning management system (LMS) in the market, so it can provide schools and colleges with all the information they need in one central location. This will enable administrators to manage their schools and colleges, assess student achievements, and provide teachers and educators with a central repository for all educational content.
- To grow and develop Pearson South Africa's literacy programme, Vuma. Authentically South African, it has been created to inspire a love of reading in children. Each story has been individually developed around the structure and vocabulary of the language it was written for, with no translations. In 2016, Pearson South Africa will add digital products to this programme.
- To complement Pearson's X-Kit study aids, study guides and exam practice books, the X-Kit mobile app has been launched, and will be further enhanced in 2016. The aim is to enable learners to access study guides from their phones or online, so that they have the books available in e-format, as well as textbook format.

exceptionally well in taking care of customer queries and problems," says Tait. "In a six-month period, the call centre received an amazing 140 000 product-related calls and e-mails, all of which were attended to and resolved."

Tait and his team also took time out in 2015 to meet with companies outside of the publishing sector to investigate how their customer-facing entities engage with customers and to establish a benchmark for Pearson South Africa. "It was an educational exercise that we're putting to good use internally," he says.

SALES HIGHLIGHTS

In the higher education segment, one of the sales highlights for the year was the University of Pretoria's decision to adopt MyITLab as its interactive e-learning platform for students. "The university was running solutions provided by our competitors, but once we demonstrated the functionality of MyITLab, the verdict was conclusive. Despite the fact that MyITLab is a more expensive product, we closed the deal based on ease of use and after-sales support. This virtual classroom environment has helped to position the university as a leader in the online learning environment."

Another highlight of the year is the work that Pearson South Africa has done with technical vocational and education training (TVET) colleges. A number of these colleges are engaging with the company to roll out effective digital solutions, learning services and content designed to ready students for the workplace.

"We're creating solutions that are practical and relevant to the TVET environment, which include textbooks, online tutorial systems, e-books and diagnostic assessment services. It's an exciting and rewarding space to be involved in right now," adds Tait.

As part of the customer relationship development process with the TVET colleges, Pearson South Africa conducted

more than 2 000 diagnostic assessments with students at ten of the 50 colleges. The data gathered from this exercise was presented to the Department of Higher Education in a workshop to determine students' skills levels and educational standards, particularly concerning English and maths.

In the consumer business, Tait says the relationship with Disney Publishing has been successful. As the local representative of the entertainment giant's publishing arm, Pearson has seen incredible growth in sales of Disney products, with revenue growing by more than 50 percent compared to 2014.

Pearson is one of the key partners in the Gauteng 'paperless classroom' drive, which entails the use of interactive boards, mobile devices, such as tablets and laptops with internet connectivity to conduct teaching and learning. This partnership is set to grow as the Gauteng Department of Education aims to close the use of chalk boards by the end of the 2017/2018 financial year.

"My philosophy has always been, 'trust in the process and the results will take care of themselves'," says Tait. "That has certainly proved to be a valuable approach in the past 12-month period. We've been successful in selling and delivering new products and services into the market, as the business continues to transform itself from a textbook provider into a complete education solution company." **P**

"We're creating solutions that are practical and relevant to the technical education and vocational training environment, which include textbooks, online tutorial systems, e-books and diagnostic assessment services." Alan Tait, Pearson South Africa

IN THE SPOTLIGHT

Pearson South Africa asked some of its staffers the following:

1. Describe yourself in one sentence.
2. What is your most invaluable asset?
3. What is your favourite thing to do outside of work?
4. What is your favourite read and why? What are you currently reading?
5. Describe Pearson South Africa in ten years.

Their responses are below:



Kim Cloete, Corporate Affairs

1. I'm an avid reader and self-professed grammar nerd who takes full advantage of living on the doorstep of the Cape Winelands, sampling the best it has to offer.

2. I'm loyal and dependable and always ready to go the extra mile.

3. Apart from spending time with my family and two English bulldogs, I'm an aspiring wine sommelier and foodie. I love trying out new dishes; my husband would agree that my favourite thing to make for supper is reservations.

4. I absolutely adore Khaled Hosseini's work, my favourite being *A thousand splendid suns*. It made me exceptionally grateful to be a woman who has the right to be educated, vote and have freedom of speech.

5. In 2025, Pearson South Africa will surpass Google as the best company to work for in South Africa. We'll have expanded our higher education holding and have a string of Pearson schools (which ALL my future kids will attend).



Milton Nyamadzawo, Human Resources

1. I'm a highly competitive person with a 'never say die' attitude and will never tolerate lazy people around me.

2. My life.

3. Reading – one could say, I'm always learning.

4. My favourite topics to read about are leadership and strategy. Most countries and companies have failed as a direct consequence of leadership deficiencies. Currently, I've got my nose stuck in Alex Ferguson's book, *Leading*.

5. Pearson in ten years would have sustained its employer of choice brand across the world. Everyone else would be jostling to work for Pearson. The Pearson values will have endured across all employees across the world. The Pearson Global footprint will have increased and making a difference in people's lives through learning.



Kathy Paraskeva, Sales

1. A determined YOUNG lady (having some issues with turning 40 in 2016).

2. Empathy.

3. The traditional South African-Greek Braai – yes it's a real thing and it happens in most South African-Greek households on a Sunday afternoon – you will find anything from braaivleis and pap to souvla and mousaka. I love spending time with my close family and friends cooking up a storm.

4. I'm a true sucker for those super-soulful reads. One of my favourites is *The power of*

now by Eckhart Tolle; it helped me realise the value of living in the now and not to be hung up on past mistakes. Currently I'm reading the *5 love languages of children* – need all the parenting tips I can get!

5. In ten years' time, when anyone thinks of education, the first thing that will come to mind is Pearson. Pearson will be an indispensable part of education worldwide and when people are asked what has made a difference in their life the answer will be...Pearson...of course.



Reggie Mokotsi, Sales

1. I can adapt to any situation, thrive in a fluctuating environment and I transform unexpected obstacles into stepping stones for achievement.
2. I make it my business to develop people to grow both personally and professionally.
3. I like belting out to my favourite tunes and pretending I'm a famous artist, spending time with my wife and children and I enjoy being a caddy for my 17-year-old daughter. I play soccer and have good conversations about meaningful things.
4. *The Power of One* by Bryce Courtenay made me not just accept that it is how things are done, but made me look at at improving ways of doing things. I'm

currently reading *Endings and Beginnings* by Redi Tlhabi.

5. Pearson South Africa in ten years:

- Will have shifted from a publishing company to an educational company
- Through partnerships and collaboration will be able to enter into a broader educational space.
- Direct delivery will play a vital role, some product and services will be white labelled through partners and other stakeholders increasing our efforts to change lives through learning.



Derrick Zitha, Direct Delivery

1. I'm a humble and honest individual, who takes every day as an opportunity to improve my life or situation and that of others, to get the best tomorrow can offer.
2. My relationships (personal and professional).
3. I love spending quality time with my family. We have different tastes in life, which makes each day more exciting and interesting, e.g. I am a Chelsea supporter (through thick and thin) and the whole of my family are Manchester United supporters, which makes for an interesting soccer season.
4. My favourite book is *The 7 habits of highly effective people: powerful lessons in personal change* by Stephen R. Covey. This is a great read for personal and professional growth. I'm currently stuck into *Thabo Mbeki: The Dream Deferred*, by Mark Gevisser.
5. One of the top ten best companies to work for in the country.

Shiksha Reddy, Direct Delivery

1. I'm a vibrant sassy woman of integrity who enjoys learning mixed with a hint of fun and excitement.
2. My charismatic personality and my intellectual capacity.
3. I teach yoga, zumba and spinning classes.
4. My reading matter consists of crystal healing and chakras, I love the combination of science, mind, body and spirit. I am currently publishing my articles from my PhD in the *South African Medical Journal* so I've been spending my time on that.
5. Pearson South Africa will take over the world and be the leaders in academia, technology and innovation.



Michelle Cruywagen, Marketing

1. I'm a tenacious, passionate social entrepreneur and nature lover.
2. My instinctive strategic ability.
3. Urban farming: I am growing sweet corn, tomatoes, spinach, courgettes, beans, celery, chilli, mint and basil in my summer garden.
4. I read *Jiro Dreams of Sushi* and was inspired by Jiro's uncompromising commitment to his work and how throughout his life he continues to pursue excellence. I'm currently reading *Jane's Delicious Garden*, a local author who shares practical gardening advice.
5. In the next ten years, I see Pearson South Africa as an innovative, agile and evidence-based based leading education solutions partner.



WIN, WIN, WIN

With Pearson South Africa

Just in time for the holiday season, win yourself the latest in cellular technology in the form of an iPhone 6 smartphone. The lucky second place prize winner will receive a Nespresso machine.

All you have to do is answer the questions below and e-mail your answers to pearson-za.corporateaffairs@pearson.com.

PSA History

- In which year did we launch the first literature awards in South Africa to support writing in all 11 official languages and what were the awards called?
- In 1994 we caused a stir in the media with the first post-apartheid history textbook. Can you name this book?

PSA Strategy and Six Key Priorities

Our focus is on progressing our 5-year strategy by focusing on 6 strategic programmes aligned to our strategy pillars. Can you name 3 of the 6 strategic programmes?

Direct Delivery Strategy

- What does the 70-30-10 Direct Delivery strategy refer to?

B-BBEE

- Can you name 4 members from the Pearson Marang and Pearson Holdings Employment Equity Committees.
- Name 2 B-BBEE elements and tell us in one sentence what we need to do to progress in each.

We are looking for the great idea! Give us two things you think we should do in Learning Services and Direct Delivery to turn our business around.



RULES

- Competition closes on 31 December 2015 and no late entries will be accepted.
- Prizes will be awarded to the first correct entry drawn after the closing date.
- PSA Executives, their relatives and friends are not eligible to enter.

- The judges' decision is final and no correspondence will be entered into.
- Entries should include your name and e-mail address.
- The winners will be announced on 15 January 2016.
- Prizes will only be issued after the close of the competition. Please allow for a two week delivery period.

Pearson South Africa's new Cape Town head office at the Auto Atlantic building.



1. The welcoming ribbon

2. Brian Wafawarowa (Learning Services executive director, Pearson South Africa), Tamara Minick-Scokalo (president Growth Market) and Riaan Jonck (managing director, Pearson South Africa)

3. A toast to our new Cape Town head office

4. The Marimba Band who provided entertainment for the roof-wetting event



Mark Cunningham 2015 Direct Delivery Roadshow.

Our Nelspruit colleagues added some sophistication to the campus tour by all wearing black and white.

The Digital Education Show was held at the Sandton Convention Centre on 6-7 October 2015.



1, 2, 3. Riaan Jonck, MD Pearson South Africa and Nhlanhla Thwala, MD, CTI Education Group participated in a keynote panel discussion on *How technology is bringing a new age of education in South Africa.*

4, 5. Steve Vosloo participated in a round table discussion: *How to turn your content into a student magnet*

6. Steve Vosloo's stream session: *Ensuring the learner is at the centre*



African EduWeek 2015 was held at the Gallagher Convention Centre on 1-2 July.



1, 2. The Pearson stand designed around the theme of *Enabling Educators to teach in a Digital Future*

3, 4, 5. Riaan Jonck, MD, Pearson South Africa delivers the welcome address, *Protect the Dreams of Africans – Towards a Better Life*

6. Nhlanhla Thwala, MD, CTI participating in a panel interview, *Literacy (It's all Greek to me)* which took a look at the current debate on other tongue language being used to teach learners who have little proficiency in English.

7. 138 competition entries received. The two winners each won a Samsung tablet loaded with Pearson content. Pictured here is Pearson South Africa Sales executive director Alan Tait electing the winners with the help from one of the stand's youngster visitors.

Pearson South Africa celebrated International Mandela Day in a variety of ways.



Riaan Jonck and Alan Tait participating in some in-house activity, knitting squares for donation to a 'make a blanket organisation'.



Pearson employees dedicated their time to reading to and playing with the children at EDC centres. Pictured here are Aroona Anderson (HR), Caryn Kenny (HR) and Altus Le Roux (Learning Services).



Alexis Kannemeyer (Customer Services), Ann Steel and Nangamso Sikweyiya (HR) helping with refurbishment of the ECD centre at Vyrgrond.



As part of International Mandela Day, Pearson South Africa handed over a number of its office contents to entrepreneurs and non-government organisations identified by The National Youth Development Agency (NYDA).



The fruits of our 'make a blanket organisation' displayed.

The 2015 South African Book Fair was held at Turbine Hall in Newtown, Johannesburg, from 31 July to 2 August.



1. Pearson Education was invited by the South African Book Fair to participate at the three-day event.

2. Over the three days, Pearson South Africa focused on school and consumer products, including a spotlight on Disney – Frozen. Pearson also showcased some of its leading brands, Smart Kids, Letterland, Platinum, Vuma, Literature and X-kit Achieve.

3. Zodwa Pakade and Alan Tait attended the SA Book Fair, representing the Pearson South Africa execs.

4. Senior learners had the opportunity to watch the ground-breaking 'filmverse' animated poetry.

5. Pearson sponsored two schools, Ikage and Zibambebe Primary School, to attend the 2015 Book Fair.

6. We offered primary learners a storytelling corner and illustration station.



Back l-r: Nirvani Dhevcharran, Executive Director: Technology; Alan Tait, Executive Director: Sales; Mike Ogden, Executive Director: Operations and Finance; Brian Wafawarowa, Executive Director: Learning Services

Front l-r: Mark Cunnington, Executive Director: Direct Delivery (MGI and CTI); Zodwa Pakade, Executive Director: Corporate Affairs; Zodwa Phakade, Executive Director: Corporate Affairs; Riaan Jonck, CEO; Alice Bhebhe, Executive Director: Human Resources