Lucian de Koker

Lecturer and Researcher

Information and Knowledge Management Expert

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Lecturer and Independent Consultant with more than 12 years' experience as an Information and Knowledge Management Expert, Digital Transformation Consultant, Research and Innovation Specialist, and Project Manager. I have valuable experience in the design and delivery of complex projects and systems, having managed multiple national and international Information and Knowledge Management, Digital Transformation, and Research and Innovation projects. Research is imperative in my day-to-day work, ensuring that innovative solutions are provided through strategic intelligence. I am proactive in finding new ways to conduct business more efficiently, navigating through complexity, by personally enhancing my capabilities as Futurist.

Education

2021 - Current **Doctor of Philosophy (PhD) in Information Management**, University of Johannesburg
Thesis: A strategic intelligence framework for moving from complexity to structure in the fourth industrial revolution.

2022 **Artificial Intelligence in the 4IR**, University of Johannesburg

2017 - 2020 **Master of Philosophy (MPhil) in Information Management**, University of Johannesburg
Dissertation: The commercialisation lifecycle of a knowledge management consulting firm in the fourth industrial revolution.

2011 - 2014 **Bachelor of Arts (BA) Honours in Information Management**, University of Johannesburg
Modules: Business Intelligence, Electronic Records Management, Internet Infrastructures, Knowledge Economy, Management Information Systems, Research Methodology, Strategic Information Management, Web and Intranet Management

2007 - 2011 **Bachelor of Arts (BA) in Development Studies**, University of Johannesburg
Major Modules: Development Studies, Information Management

2010 **Competitive Intelligence Certificate**, University of Johannesburg

2001 - 2004 **Matric**, Colinda Secondary School Vryburg
Subjects: Afrikaans HG, English HG, Biology HG, Geography HG, Mathematics SG, Physical Science SG

Academic Publications:

De Koker, L.T. & Du Plessis, T., 2020, 'Research as a service offering of Knowledge Management firms in the fourth industrial revolution', *South African Journal of Information Management* 22(1), a1178. https://doi.org/10.4102/sajim.v22i1.1178.

De Koker, L.T. & Du Plessis, T., 2019, 'Development of a framework for a Knowledge Management firm in the fourth industrial revolution', in M. Twum-Darko (ed.), *Pragmatic business solutions by Africa for Africa: 5th International Conference on Business and Management Dynamics 2019 proceedings*, AMHI, Cape Peninsula University of Technology in collaboration with University of Namibia Business School, Swakopmund, September 02–04, 2019, pp. 109–121. http://icbmd.org.za/conference2019/.

De Koker, L.T., 2018, 'The commercialisation lifecycle of a Knowledge Management consulting firm in the fourth industrial revolution', Master's dissertation, University of Johannesburg, Auckland Park. http://hdl.handle.net/10210/415004.

Published and developed works:

- Developed an IKM Framework, used by leaders for competitiveness in the 4IR.
- New concept and service offering developed, namely Research as a Service (RaaS).
- New concept and research business process developed, namely Research Methodology Value Proposition (RM^{VP}). RM^{VP} originates from RaaS, and is the method or process on how RaaS is conducted.
- Developed a unique 4IR business model and commercialisation model for a KM consulting firm.

Experience

| 02/2022 – Ongoing | **Lecturer** |
| | **University of Johannesburg (Dept: Information and Knowledge Management)** |

- Teaching and Learning responsibilities for the following modules:
  - Electronic Records Management (Honours).
  - Knowledge management (Honours).
  - Information management 3B - Competitive Intelligence (Third Year).
  - Social Media Management (Second Year).

- Curriculum development of the abovementioned modules:
  - Continuously updating learning content for lecturing, by integrating the 4IR and Generative AI approaches into the module content.
  - Presenting learning content to students and managing assessment opportunities.
  - Marking, proofreading, and editing academic research reports, assessments, and tests.
  - Providing academic, editorial, language and technical feedback to students.

- Research - PhD:
  - Conducting research to complete my degree, Doctor of Philosophy (PhD) in Information Management.
  - PhD output: A strategic intelligence framework for moving from complexity to structure in the 4IR.

- Research - Academic:
  - Conducting research on diverse topics in the Information and Knowledge Management (IKM) field, taking into account current technological developments.
  - Research topics include:
    - Influence of emergent technologies on IKM, such as Generative AI (ChatGPT, Bard, etc.) on IKM.
    - Artificial Intelligence, Competitive Intelligence, Complexity Theory, Digital Transformation, Information and Knowledge Management, Maturity Models, and Strategic Intelligence.

| 2018 - Ongoing | **Double Blind Peer Reviewer - Academic Journal Articles and International Conference Papers** |

- South African Journal of Information Management (SAJIM).
- International Conference on Innovation, Knowledge, and Management (ICIKM).
- Academy of World Business, Marketing and Management Development.

| 09/2016 - Ongoing (Ad hoc) | **Independent Consultant: Information and Knowledge Management Expert, Digital Transformation Consultant, Research and Innovation Specialist Freelance** |

- Develop and implement digital transformation strategies, enhance product and service offerings, to reposition clients for new income streams in the digital economy.
- Develop and implement Information and Knowledge Management strategies and provide advice and direction on business process improvement.
- Develop and implement research and innovation strategies to enhance technology initiatives and improve research outputs.
- Keep up to date with changes in legislation that could have an impact on business and improve the relevant policies and procedures.
- Keep up to date with new developments in the market and adjust business strategy execution accordingly.
- Conducting research on the latest ICT trends, 4IR related technologies.
- Analysing research results, interpreting patterns and trends, and providing research reports and research insights and innovation outputs, by disseminating knowledge and strategic intelligence to relevant stakeholders.
- Develop innovative business and commercialisation models, for business innovation and business process improvement.
- Managing the commercialisation process from ideation to product / project release.
- Evaluate business impact, track the usage, and define efficiency of systems in the business.
- Manage the overall development and implementation of information and knowledge management strategies, frameworks, policies, and procedures for clients, in line with business strategic objectives.
- Manage the monitoring and evaluation of the information and knowledge management function in the business.
- Manage the implementation of modern technologies and applications to automate business processes.
- Using critical thinking, design thinking and systems thinking skills for the design and delivery of projects.

Clients / Projects:
MTN - Knowledge Management Expert: Knowledge Management System Implementation, Training, and Consulting.
GoldMore Consulting - Research and Consulting for the development of Knowledge Management, Innovation and Research, and 4IR Strategies.
Huntrex - Research and Consulting for the development of Knowledge Management, Innovation and Research, and 4IR Strategies.
Johannesburg City Parks and Zoo – Information and Knowledge Management System Implementation, Training, and Consulting.
PPC Cement - Information and Knowledge Management System Implementation, Training, and Consulting.

Keynote speaker:
SALGA Information and Knowledge Exchange (SIKE): SALGA and Knowledge Management (KM) in the 4th Industrial Revolution (4IR).
CIO Alliances - Executive Business Exchange: The role of the Fourth Industrial Revolution (4IR) towards Digital Maturity.

11/2021 - 02/2022   **Consultant: Knowledge Management Expert**
                                   MTN

To successfully execute on the Ambition 2025 strategic intent, MTN Group Enterprise Business Unit (GEBU) translated 7 strategic goals into 21 priority programs. One of the priority programs was to establish Enterprise Business Intelligence Centres to accelerate improved internal efficiency and optimisation, allowing all stakeholders to make decisions accurately and execute on strategic objectives. I have successfully executed on the requirements of the project, through the following:

- Successfully established the Enterprise Business Intelligence Centres (structured knowledge management repositories) on SharePoint by creating, implementing, launching, and managing the Enterprise Business Intelligence Centres, for MTN Group Enterprise Business Unit (GEBU) and the MTN Operating Companies (OpCos). Duties included:
  - Conducted knowledge audits to discover the knowledge assets in GEBU and the OpCos, by effectively communicating with all stakeholders and managing the expectations of all stakeholders.
  - Consolidated the findings from the knowledge audits to develop and keep a knowledge inventory of all knowledge assets.
  - Consolidated user requirements / user stories to inform the design of the repositories.
  - Defined the structured knowledge repositories' architecture and managed the sign-off from leadership.
  - Managed the sign-off of functional and user requirements.
  - Consolidated and delivered reports and dashboards to the GEBU leadership and Project Steering committee, on the weekly and monthly progress of the project.
  - Delivered interactive, user-friendly, well-designed Enterprise Business Intelligence Centres for both GEBU and the OpCos.
  - Integrated performance and sales dashboards with the Enterprise Business Intelligence Centres.
  - Integrated Power BI reports with the Enterprise Business Intelligence Centres.

- Successfully managed the marketing of the Enterprise Business Intelligence Centres, to enhance adoption to all GEBU and OpCo stakeholders, through continuous Change Management, and Marketing and Communications campaigns. Duties included:
  - Aligned the brand elements of the Enterprise Business Intelligence Centre to the new MTN brand.
  - Designed Postcards in collaboration with Internal Communications and distributed the Postcards to all GEBU and OpCo stakeholders.
  - Managed the content of EBU SharePoint Pages in collaboration with Internal Communications.
  - Designed explainer and marketing video of the Business Intelligence Centres.
  - Designed and distributed Quick Reference Guides.

- Successfully created and managed the governance and maintenance standards of the Enterprise Business Intelligence Centres. Duties included:
  - Data Management activities; by migrating existing user data, including data profiling, data cleansing, data validation to the Enterprise Business Intelligence Centres.

- Managed the data quality assurance processes in the Enterprise Business Intelligence Centres.
- Managed the upload of relevant content from members onto the Enterprise Business Intelligence Centres.
- Created governance and set maintenance procedures for the Admins/Owners of the sites.
- Created metadata standards for indexing all content.
- Ensured that all members of the Enterprise Business Intelligence Centre were trained and capacitated to make use of the system.
- Developed KPIs and reports to track and measure site usage and user activity.
- Ensured that all content creators manage the continuous upload and sharing of crucial information to all the members of the Enterprise Business Intelligence Centres.

02/2020 - 12/2020   **External Lecturer and Research Supervisor**
                                         University of Johannesburg

- Teaching & Learning, and Assessment responsibilities for the following modules:
  - Electronic Records Management (Honours).
  - Research Project in Information and Knowledge Management (Honours).

- Curriculum development of the abovementioned modules:
  - Continuously updating learning content for lecturing, by integrating the 4IR approaches into the module content.
  - Presenting learning content to students and managing assessment opportunities.
  - Marking, proofreading, and editing academic research reports, assessments, and tests.
  - Providing academic, editorial, language and technical feedback to students.

08/2012 - 08/2016   **Product Evangelist / Delivery Manager: Public Sector**
                                         Britehouse

- Managed and prioritised the product backlog.
- Working directly with the project team (clients, software developers, account managers and project managers) to develop blueprints per client specifications and ensuring software products are developed and installed.
- Working directly with the project team to develop the UI and UX of each project.
- Translating product managers' strategies to tasks for development.
- Serving as a liaison between product and development.
- Managed 5 software developers, 2 software testers, and 2 support administrators, to develop software based on client requests and develop new features to enhance the software.
- Created help documentation (user manuals, administrator manuals, training videos and FAQs).
- Managed the software release for all clients; ensuring that new features, bug fixes and software features are tested, documented, and released specific for each client.
- Making use of latest software design methodologies to develop innovative software products.
- Managed the implementation of Information Management and Knowledge Management projects and systems for clients.
- Managed research projects for clients, ensuring that research is conducted ethically and in adherence to the research design and methodology.
- Developed and implemented Information Management and Knowledge Management strategies, policies, standards, procedures, controls, and governance frameworks to safeguard organisational memory.
- Writing and sharing case studies and best practice documents to promote learning across the business.

- Planned and managed the execution of all projects within the approved project scope and timelines.
- Manages and collaborates with project stakeholders to align resources to achieve project objectives.
- Reporting on all aspects of project progress to project stakeholders and management, including the identification, management, and mitigation of project risks.
- Identified and assessed the Knowledge Management needs of clients, to manage projects and implement solutions according to the Knowledge Management needs.

Projects managed:
- PPC Cement - Information and Knowledge Management System.
- Johannesburg City Parks and Zoo - Knowledge Management System.
- Consol Glass - Collaboration Network.
- South African Qualifications Authority - Social Media Campaigns.
- Enactus - Innovation Management System.
- Graça Machel Trust - Collaboration Network.
- AngloGold Ashanti - Information and Knowledge Management System / Collaboration Network.

01/2011 - 07/2011   **Graduate Development: Knowledge Management**
                                         Absa

- Analysing and reporting HR data to provide EXCO with MI reports.
- Using business intelligence tools to design intelligence dashboards for different business units.
- Assist with the HR intranet redesign on SharePoint.
- Analyse and document lessons learned across technical areas of the business.
- Assist in the dissemination of knowledge from internal reflection and learning sessions.
- Assist in the design of mechanism to ensure learning generated from KM tools is disseminated and used by colleagues.

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