



# Resume

## Erica Johnson

### Personal Details

<b>Full Names</b>	Erica Lizette Johnson
<b>Professional Qualification</b>	BSc Engineering( UCT, 1990) MSc Engineering (UCT, 1997) MBA (WITS Business School , 2008), ACE (MIT Sloan School of Business, 2011)
<b>Nationality</b>	South African

### Summary

Despite my young age (48), I have gained wide and deep business insights, through 20 years of executive and operational experience at Eskom (1994 – 2014). In the recent period, from mid-2015, I have engaged in short term advisory contracts in the Banking, Telecommunications sector and Government sector. This has served to broaden my business skills and electricity industry insights beyond the utility industry to other types of companies.

The last 7 years of my Eskom career was spent filling various leadership roles where I had executive responsibilities for the following portfolios: Operations, Planning, Risk, Strategy, IT, Legal & Regulatory and Stakeholder Management, and Customer Service. The highlights of this period include running the country's Systems Operator, being responsible for all of Eskom's transmission and distribution "wires" – totalling 360,000km at that time, being responsible for 5,000,000 customers and 20,000 employees. Operational highlights from my Eskom career include leading the recovery of SA's power system in 2008 following significant supply-side constraints the country experienced at that time. From that time (2008) to my departure in 2014, I continued to lead the emergency crises management and resilience response in the company and I continued to drive the organisational learning's, from these crises, through the Board and Executive governance committees.

Other areas of deep electricity industry exposure included my involvement in the regular multi-year revenue application for Eskom Holdings. This included engagements with the Electricity Regulator and intensive customer and stakeholder engagements around tariff impacts assessments.

In the area of the Southern African Power Pool operations, I played a role in managing the regional energy constraints as they started manifesting. During this period, the regional pool developed to include a regional co-ordinating centre and enabled new IPP entrants to drive the development of the energy market.



Through my experiences at Eskom, I have developed thorough insights into complex, integrated business management systems. I believe, that with the depth of operational challenges I was exposed to, I have attuned my risk management and business-resilience management capabilities to be amongst the finest in the world.

Since mid- 2015, I have been engaged in advisory support activities to different institutions. With the South African Government, I was asked to play a strategic advisory role to help guide the development of the IPP office, help focus the IPP office in addressing the needs of the Electricity Supply Industry whilst integrating with the current procurement programmes it is busy with. I was approached to do this work, because of my Eskom experience in electricity planning and my understanding of the current power system challenges. This 6 month project is concluded.

Within the Information, Communication and Technology Sector, I was approached by Vodacom SA to assist their technical teams in developing a resilient energy strategy. A key business risk for the mobile telecommunications industry is the loss of electricity supply to any of their assets, whether it is data centres, base stations or switching stations. My exposure in Eskom in building organisational and operational resilience to energy rationing was the basis of this advisory request. This 3 month project is concluded.

Within the Banking sector, I was approached by Standard Bank, to provide advice to their Power and Infrastructure credit teams on broad electricity industry challenges. This is a risk mitigation strategy on behalf of the bank to ensure that they understand the operating environment of the power projects that they are funding. This advisory role is on-going.