# Case Study - MTN Group

**MTN Group, was founded in 1994 and is today a leading provider of communication services, offering cellular network access and business solutions. The Group operates in 21 countries across Africa and the Middle East. MTN has more than 74 million subscribers and over $10bn revenue.   MTN operates 3G, GSM, Edge and broadband networks.**

## Company Profile

MTN Group, was founded in 1994 and is today a leading provider of communication services, offering cellular network access and business solutions. The Group operates in 21 countries across Africa and the Middle East. MTN has more than 74 million subscribers and over $10bn revenue.

## Challenge

In the past, MTN's Risk function and activities were limited.  The Group's rapid expansion through acquisitions required increased focus on risk management.

The Business Risk Management (BRM) unit was established, and a risk management framework designed to form the basis of MTN's approach and methodology.  Workshops are used to gather risk information from the individual business units in every MTN Operation.

There is a clear requirement to eventually have risk assessments performed by the risk champions in each business unit, with reporting to the local risk managers and ultimately to the Group.

## Solution

Cura was the only solution at the time that could deliver on all the MTN Group's requirements.  It was flexible enough to accommodate MTN's own risk framework, methodology and reporting needs.

*"The solution's flexibility is proving to be a major benefit in the local operation where its use has expanded...Cura is easily able to accommodate different methodologies, using the same interface and database."*

In addition, risk managers in the individual business operations could have the solution installed on their local PCs, with an independent database for capturing, assessing and reporting on risk within their areas, yet with the ability to consolidate the data at the Group level.

## Results

The MTN Group benefits today from a single standardised approach to risk management throughout the geographically dispersed organization.

Cura also enables consolidated reporting across the group, is flexible enough to cater for different methodologies and has played a major role in educating key stakeholders regarding the Group's risk management approach.

Cura has been rolled out to 21 operations and is used to capture both operational and strategic risk assessments.  The solution's export/import functionality migrates the risk assessments from the individual businesses into the MTN Group database for consolidated aggregate reporting.

*"When we showed identified risks, and the flow from these through to assessment, as well as the different assessment scales and links to residual  risk, we started getting more buy-in.*

The different operations in Africa and the Middle East are at varying maturity levels.  Having completed the Cura rollout, the BRM team has rolled out a training resulting in a reduced amount of hand-holding.

Cura's Assessor module was initially implemented for risk management across the Group.  MTN then implemented Cura's Compliance module in MTN South Africa to cater for the assessment of health, safety, environment and quality standards, followed by the Quick Capture module for incident management.

Cura's flexibility allows it to easily able to accommodate different methodologies, using the same interface and database.  As a result, there are current plans for the Information Systems division to use the solution for a completely different initiative, based on a different methodology.

## Results  *(cont..)*

The MTN Group has also benefitted tremendously from the educational spin-off associated with rolling Cura out.  Employees, by having Cura demonstrated to them, clearly see how MTN's risk management process works.  Although many business units were previously managing risks day-to-day, this was not formalised, and many were not familiar with the stringent risk management approach.

"This changed when we started demonstrating Cura," says Wayne Potgieter, senior manager in MTN Group BRM.

"When we showed identified risks, and the flow from these through to assessment, as well as the different assessment scales and links to residual risk, we started getting more buy-in. Risk managers including risk owners could see exactly how it all worked, and many understood the risk management framework for the first time. Presenting the solution was, therefore, a very important part of gaining enterprise-wide understanding."

Another benefit for MTN is that Cura is an online/offline solution. Apart from enabling risk managers at the different locations to use it, this also enables BRM staff, for example, to visit the regions to do risk assessments and then to update the information into the central database on their return to headquarters.

## Future Plans

The MTN Group is considering expanding the use of the solution to include Cura's Libraries to drive best practice risk management and controls, as well as gap analysis.

The risk management team is also continuously improving the reporting, dashboard and consolidation outputs to cater for the enlarged business.

**Wayne Potgieter**, Senior Manager: Business Risk Management

## About Cura Software

Cura provides smarter software solutions designed to enable businesses around the world to quickly achieve the bottom line benefits of governance, enterprise wide risk management and compliance (GRC), coupled with performance management. Cura does this through fast implementation, easier configurability and true enterprise architecture.

Established in 2001, Cura is used by over 200 customers such as Thiess, BHP Billiton plc, Westfield, Allianz, V/Line, Old Mutual plc, GlaxoSmithKline, Standard Bank, Virgin Blue, as well as governments and consulting firms world-wide.  Cura has offices in New York, London, Sydney, Melbourne and Johannesburg, and has distributors in 10 countries (South America, Middle

**For more information contact Cura today:**
info@curasoftware.com   or   www.curasoftware.com

**Smarter Solutions for Governance, Risk and Compliance (GRC)**          www.curasoftware.com