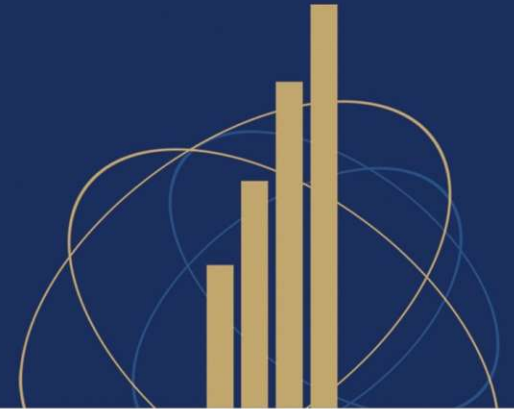




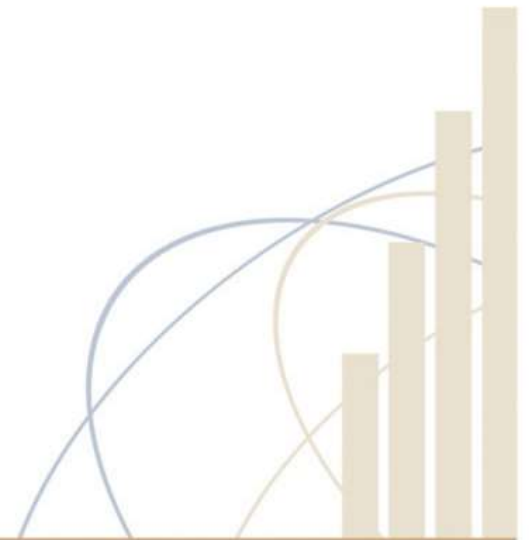
**07 October 2025**

Building a Culture of Revenue: Aligning  
People, Processes, and Technology for  
Financial Sustainability



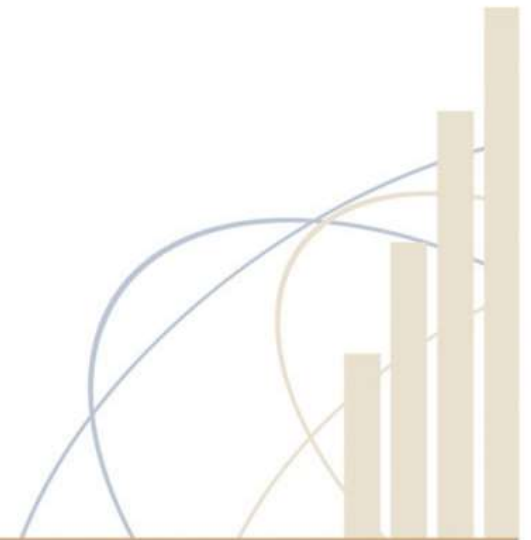
# Presentation Outline

- **Why revenue is important for any organisation**
- **What is culture and why fuss over the little stuff?**
- **Is everyone responsible for making money?**
- **Leveraging on technology**
- **The case study**
- **Conclusion**



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# The significance of revenue is critical for any organisation



- Revenue is the lifeblood of any organisation, regardless of its size, industry, or legal structure. It is the primary source of funding that enables the organisation to operate, grow, and fulfill its mandate.



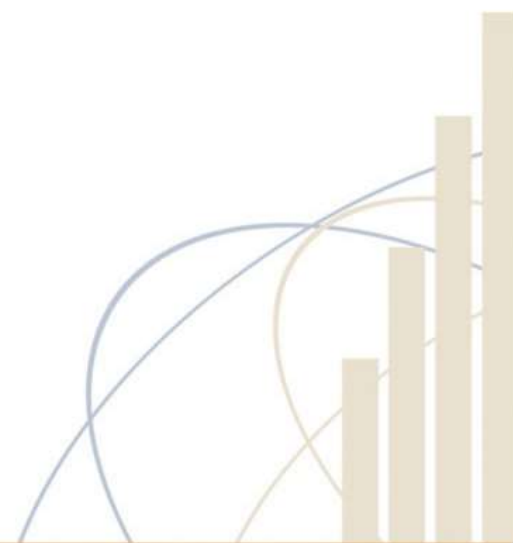
- Without a consistent and reliable stream of revenue, an organisation cannot achieve its objectives and will eventually fail.



- Whether a business, a non-profit, or a government entity, every organisation has a specific mandate or purpose. For a non-profit, it's to serve a social cause. For a government, it's to provide public services. All these activities require funding, and revenue is the source

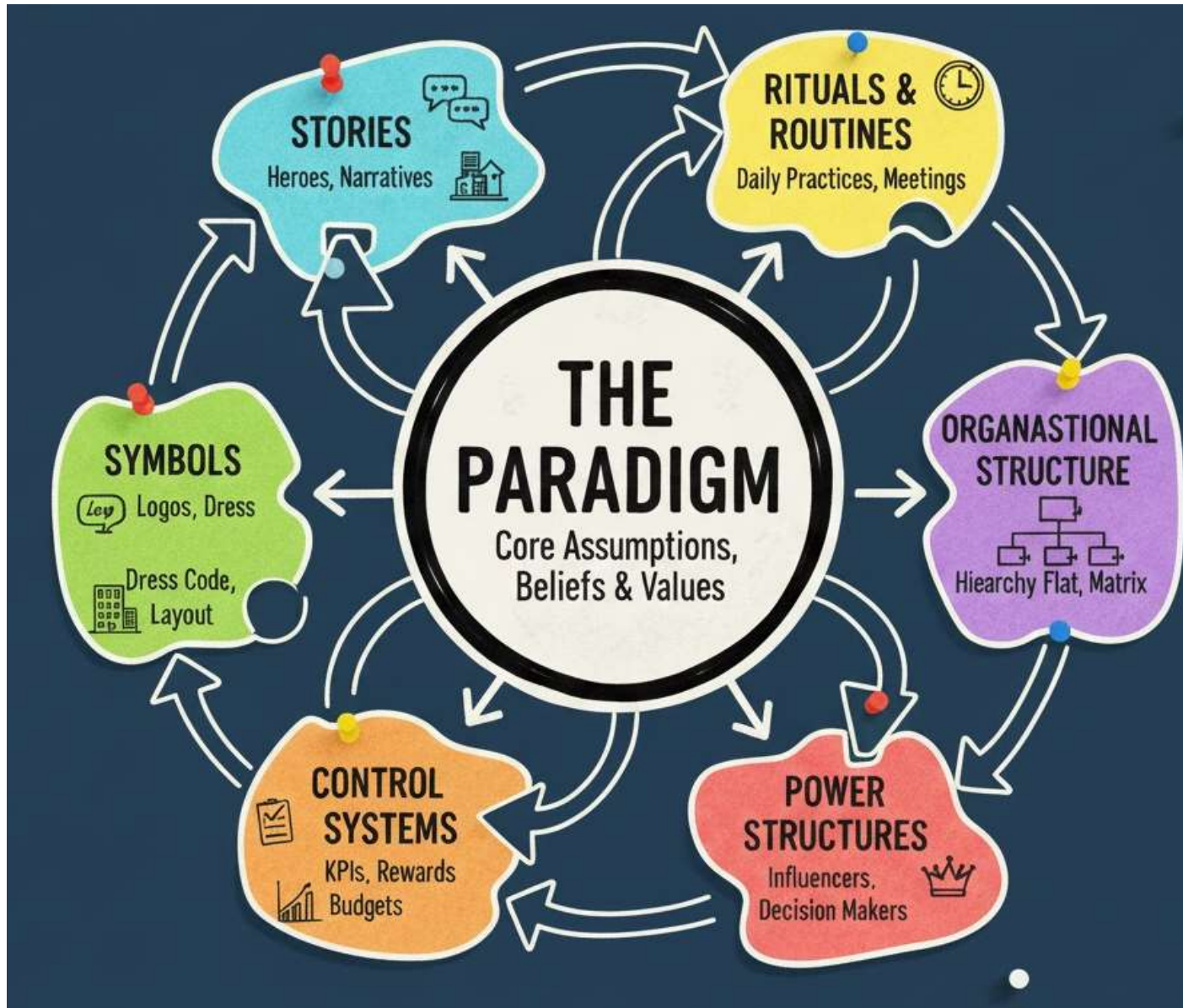
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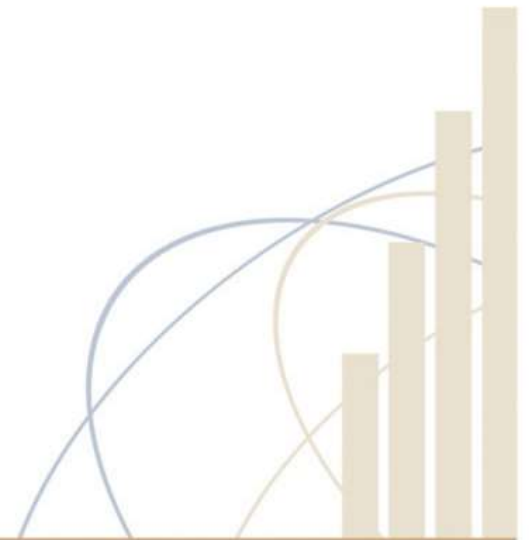
# The significance of revenue is critical for any organisation



- Effective leadership demands a profound awareness of the multifaceted dimensions of workplace culture

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# There are several socio-economic challenges leadership should be cognisant of

You haven't resolved my query for months and expect me to pay the full amount?

**Lack of Query Resolution**

Even if I do not pay, the community will stand with me

**Lack of Credit Control**

But why am I paying when the roads are like this?

**Silent Protest Against Service Delivery**





# Each person needs to understand their role in revenue enhancement



- **Set the Vision & Strategy:** Clearly articulate the importance of revenue, its targets, and how financial sustainability links to the organisation's overall mission



- **Exceptional Service Delivery:** Happy customers/citizens are more likely to pay on time, continue engagements



- **Proactive Problem Solving:** Addressing issues promptly and effectively reduces the need for escalations, potential refunds, or non-payment due to dissatisfaction



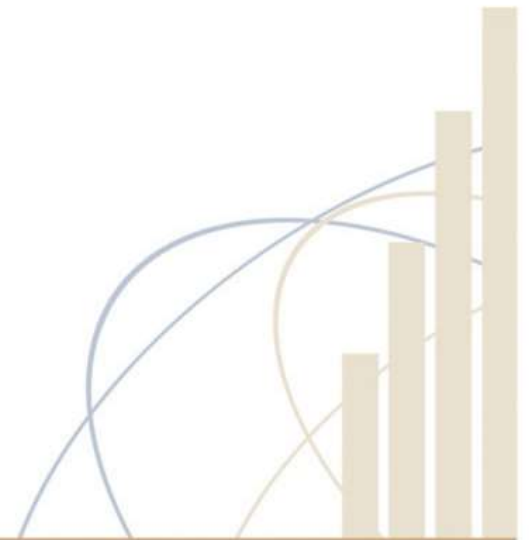
- **Accurate & Timely Billing:** Ensuring invoices are correct, clear, and sent out promptly is foundational to getting paid



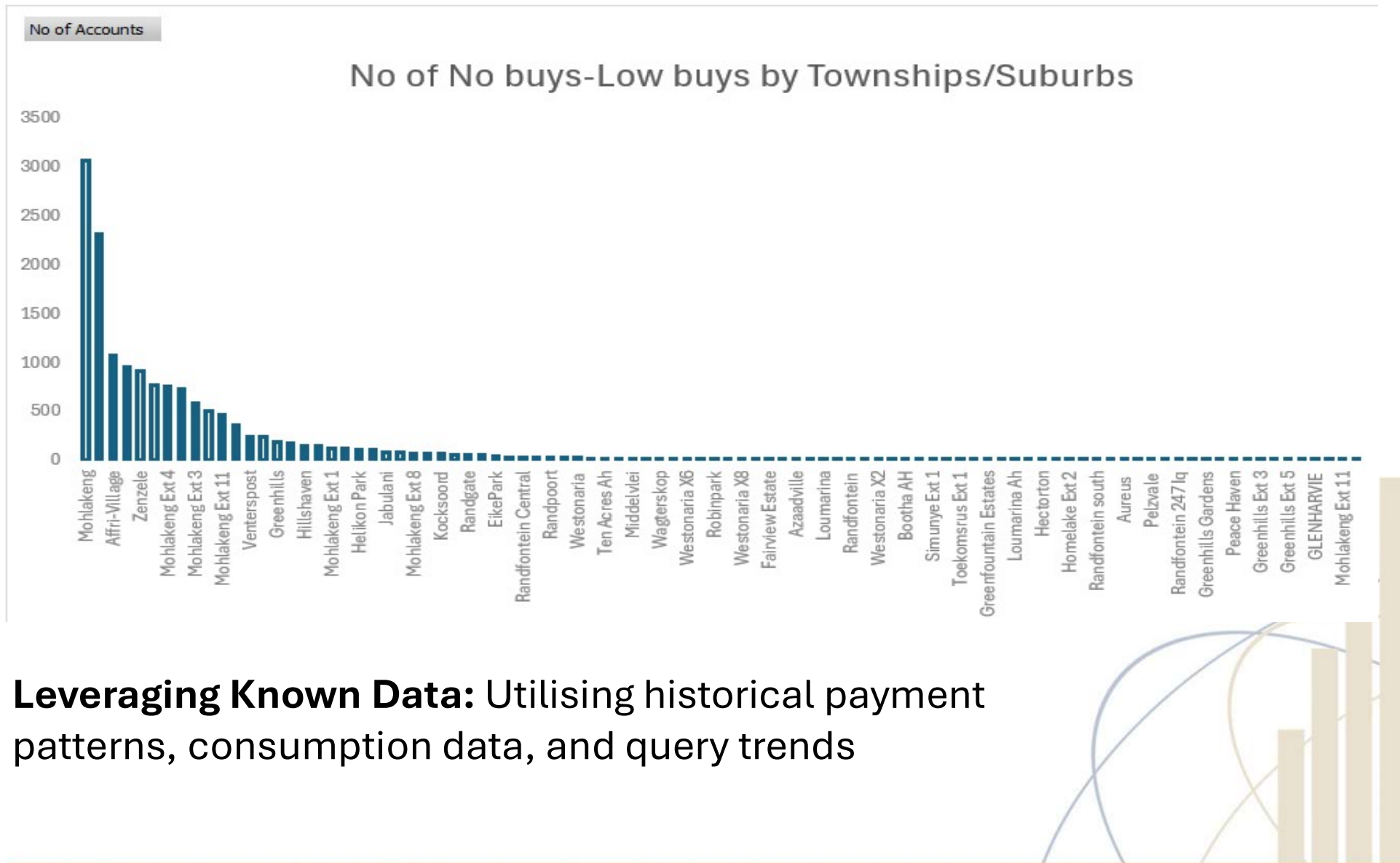
- **Culture Building:** Fostering an environment where financial sustainability is understood as a shared goal

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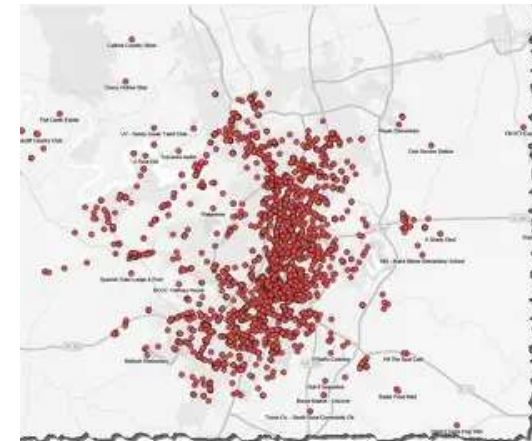
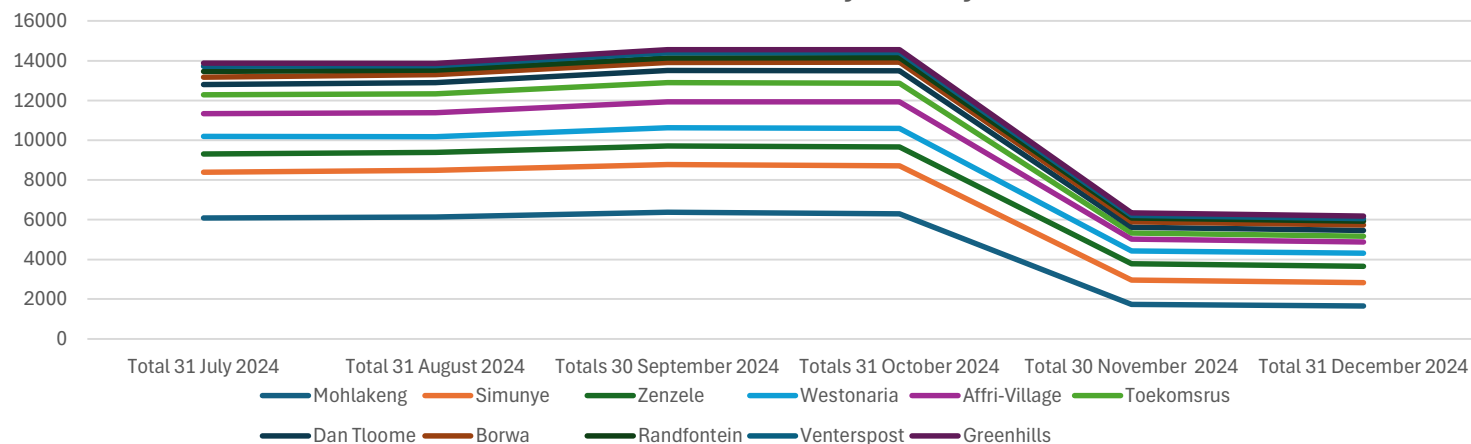
# The Excel-based reporting is a good start however...



**Leveraging Known Data:** Utilising historical payment patterns, consumption data, and query trends

## ... dashboards enhance visual information communication

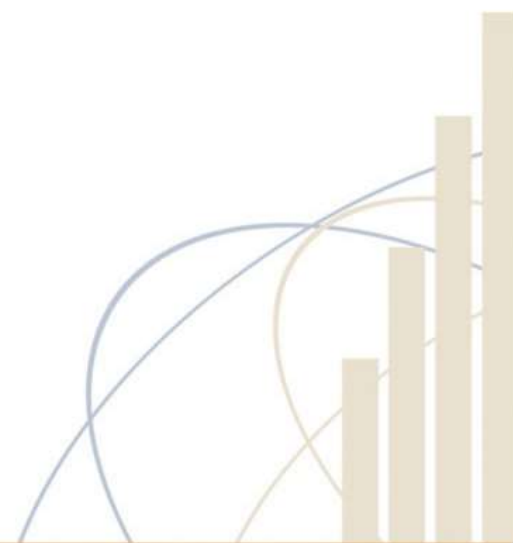
Number of Accounts with No Buy Low Buy Trends



- **Understanding Revenue Trends** - They allow financial teams to "just look at a line" to identify patterns, monitor monthly analysis and projections, and inform revenue forecasting for upcoming years. This helps in understanding the "why" behind revenue fluctuations
- **Identifying Revenue Leakage and Inefficiencies:** By visualizing data from various sources such as billing, meter readings, and service requests, municipalities can pinpoint areas of revenue leakage
- **Improving Operational Efficiency and Cost Savings:** Visual dashboards can show staffing costs for call centres and walk-in centres, or printing and postage expenses.

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# The Case Study





# In July 2021, the renewal of one's driving licence was a nightmare...

**> 1 500 000  
driving  
licence  
cards**

**Spending  
the entire  
day in a  
queue /  
have a 10am  
cutoff**

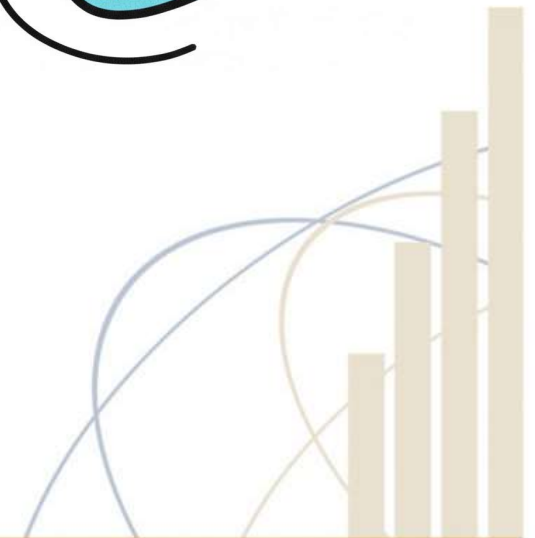
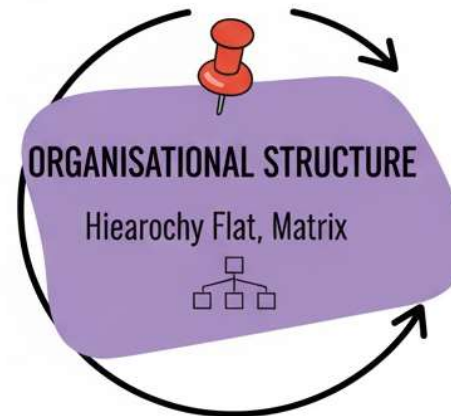
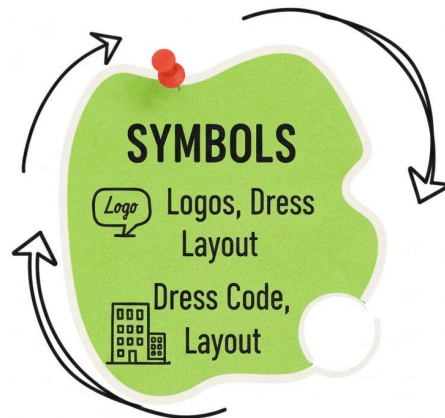
**The  
prevalence  
of queue  
marshals  
grew**

**Headache  
of  
explaining  
your  
situation**

# The vision was clear...

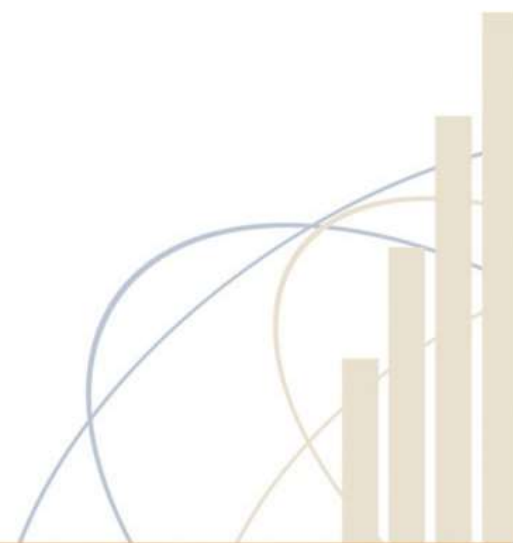


The maximum time a client was meant to be at  
**the DTLC was 12 minutes**



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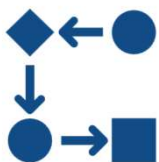
# In conclusion



- In conclusion, building a culture of revenue is not a project; it's a fundamental shift in how an organisation operates. Revenue is the **lifeblood** that enables any organisation—whether a business, non-profit, or government entity—to fulfill its mandate and serve its purpose. Without it, the organization will eventually fail



- This requires a collective understanding that everyone, from leadership to front-line staff, is responsible for financial sustainability through operational. This means addressing socio-economic challenges , ensuring exceptional service delivery , and fostering a shared goal of financial health

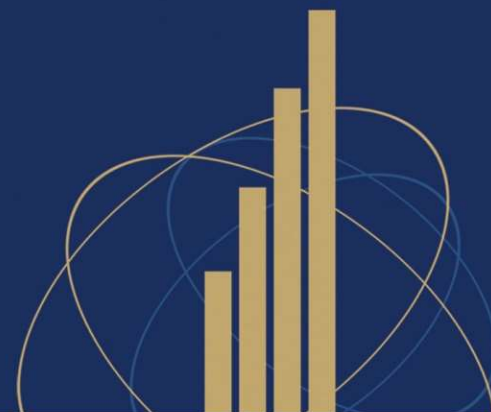


- By aligning **people**, optimising **processes**, and leveraging **technology**, organisations can move beyond traditional, inefficient methods and create a resilient, revenue-focused culture.





# Thank You!



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