
Personal profile—

Dr Dave van der Meulen



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Levels of capability

Assessed as developing on a Mode mid-high-6 growth curve, by means of a Career Path Appreciation interview, in 2003. At present age, this indicates capability to undertake the work mentioned below*. Note that the descriptions are generic: Dave applies them in the global railway industry.

Work in the theme of Corporate Citizenship

The major theme of judgment in this level is *Revealing*—generating a range of perceptions of complex systems and filtering the social, political and economic contexts within which they operate: Viewing peer relationships as collegial: Creating transnational networks—intellectual, economic, social: Screening the environment to identify and influence developments that might affect projects. This level of work is also known as Stratified Systems Theory (SST) Level VI.

Work in this level is generally associated with:

- Comprehending the economic, social, political, technological, and religious contexts, which alert and protect units in the level of Strategic Intent, and, where appropriate, imbed them into their host cultures.
- Enhancing the value of corporate assets.
- Sensitive awareness of the interconnectedness between local and global contexts and the need to blend institutional values with those of the host culture.
- Obtaining, monitoring and shaping intelligence about local and global contexts.
- Protecting strategic business units against excessive turbulence and alerting them to opportunities and pressures.
- Judging priorities for corporate investment and divestment.
- Representing an organization in the transnational arena.
- Overseeing the profit and loss of a number of strategic business units and assessing overall value.
- Working as a corporate collegium.
- Appraisal of each strategic unit and its fit in the strategic vision as a whole.
- Thriving on chaos and through it revealing the future.
- Decision-making based on patterns and trends indicating future possibilities.

The time horizon over which judgments can be evaluated and understood in this level can extend to fifteen to twenty years. Decisions are related to positioning the organization as a corporate entity that can continue to operate in the social, political and economic conditions fifteen or more years ahead.

*Quoted from BLOSS Southern Africa booklet *Understanding Your Career Path Appreciation*.

Work in the theme of Strategic Intent

The major theme of judgment in this level is *Weaving*—making relationships between previously unrelated material; creating general rules and redefining fields of knowledge and experience: Engaging with an open context and deciding when it should be closed, operating a complex five level system, modifying its boundaries and coping with second-and third order consequences that arise: Seeing elements explicitly as inter-dependent; to change one part is to change the whole. This level of work is also known as Stratified Systems Theory (SST) Level V.

Work in this level is generally associated with:

- Keeping an organization viable as a long term financial and social entity by sustaining the external and internal well being of the organization in the light of changes in the socio-economic, political and technological environment.
- Establishing an organization within its industry both locally and globally.
- Balancing the external environment with the internal needs of an organization.
- Representing an organization in the external socio-economic and political context.
- Representing an organization to itself.
- Determining the strategic direction that is the source of strategic intent.
- Communicating with those in the Strategic Development level (also known as SST Level IV) by sharing strategic information.
- Determining appropriate technology.
- Relating and linking various divisions of an organization in terms of strategic intent.
- Ensuring that budgetary structure and financial regulations are developed for an organization as a whole.
- Creating an atmosphere for enhancement of an organization as a whole within its industry.

Some tasks cannot be completed in less than ten years, which would be the time horizon for the effective evaluation of judgments in this level.

[Links \(in this document\)](#)

Professional development

- 2004** Registered on the *International Register of Professional Engineers*.
- 1994** Awarded a *Doctor of Business Administration* degree by University of Pretoria.
- 1989** Completed the *Senior Management Programme* at University of Stellenbosch Business School.
- 1979** Awarded a *Master of Business Leadership* degree by University of South Africa.
- 1972** Registered as *Professional Engineer* with the Engineering Council of South Africa.
- 1964** Awarded a *Bachelor of Science in Mechanical Engineering* degree by University of Cape Town.

[Links \(in this document\)](#)

Memberships

Chartered Fellow, Chartered Institute of Logistics and Transport (since 2007, Chartered Member of the predecessor Chartered Institute of Transport since 1993). Member of the National Council for South Africa for 2004.

Member, RailRoad Association of South Africa, through Railway Corporate Strategy CC (since 2005). Vice-chairman of the Committee for Railway Engineering (since 2008, Member since 2007). Director (since 2009).

Fellow, South African Institution of Mechanical Engineering (since 1998, Member since 1973).

Member, Air Brake Association, United States of America (since 1997).

Professional Member, Institute of Marketing Management, South Africa (since 1994).

[Links \(in this document\)](#)

Professional interests

Making a contribution to identifying, understanding, leveraging, and implementing, the inherent competitive strengths of the railway transport mode, to promote sustainable alignment of railway industry stakeholders with globally relevant logistics- and mobility opportunities.

[Links \(in this document\)](#)

Languages

Fluent in English and Afrikaans, plus a working knowledge of German.

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Track record

2004–: Managing Member

Railway Corporate Strategy Close Corporation, Pretoria, South Africa

Established a consultancy to develop-, disseminate-, and apply research-based insight, for positioning railways for effective, free, and sustainable competition and cooperation with other transport modes in the global logistics- and mobility settings. URL www.railcorpstrat.com.

Strategic Positioning: Consulted on railway technology and its implications for railways in South Africa. Facilitated a Commission into Development of Rail Infrastructure at an Eastern Cape Provincial Government Transport Summit. Established a database to support statistical research into line-haul railways as global corporate citizens. Participated in a project to establish a Railway Economic Regulator in South Africa. Participated in aligning a heavy haul railway and its major customers through interventions in capacity expansion, requisite investment, and contractual relations. Participated in the Northern Cape- and Eastern Cape Provincial Rail Plans. Involved with organized railway industry in examining narrow gauge- vis-à-vis standard gauge track in South Africa, and in commenting on Transnet's National Infrastructure Plan. Instrumental in conceiving the high-speed double-deck regional rail solution for Moloto Rail. Established a database to support statistical research into urban railways as global corporate citizens. Participated in the Department of Transport's National Transport Master Plan 2050 through its Railway Gauge Working Group, and undertaking a Passenger Rail Technology Study.

Heavy Haul: Developed insight into cost structures, strategic issues, and tariff prospects of service providers in the Northern Cape-Saldanha iron ore export rail-and-port channel. Participated in heavy haul train service analysis-, design-, and rolling stock selection. Participated in pre-feasibility studies for heavy haul railways.

Evaluation, review: Expert evaluator of railway proposals for Research and Technological Development, and Economic Recovery, in Europe. External reviewer of the European Rail Network of Excellence project. Member of Gauteng Province's Support Team that reviewed design proposals for the Gautrain Rapid Rail Link.

Locomotive acquisition: Assessed supplier market for locomotives for surface ore haulage, and invited tenders, adjudicated responses, and recommended locomotives for acquisition. Reviewed design, execution, maintenance, and financing proposals for re-powering a locomotive fleet in Mozambique. Consulted on design, acquisition, and application of hydrodynamic-transmission diesel locomotives in South Africa. Consulted on prospects for establishing a locomotive leasing entity in Southern Africa.

1997–2003: Chief Engineer (Systemic Rail Solutions)

Spoornet, a division of Transnet Limited, Johannesburg

Led railway technology- and systemic development: Tracked, interpreted, and predicted global railway technology trends, to develop insight with which to align railway technology operating expenditure of ZAR 3.5 billion, and capital expenditure of ZAR 1.3 billion, with strategic- and business imperatives and opportunities.

1994–1996: Regional Manager

Spoornet, East London, South Africa

Accountable for strategic-, general-, and bottom-line management of a general freight-, commuter-, and intercity passenger railway region, that deployed ZAR 820 million in assets and ZAR 170 million in operating expenditure, and employed 1700 people. It operated in the politically sensitive, economically disadvantaged Eastern Cape Province, home of Nelson Mandela.

1993: Senior Manager (Process Development),

Spoornet, Johannesburg

Managed reengineering of railway service-delivery processes; research and development into service-delivery- and operating philosophies and technologies; acquiring, developing and implementing knowledge and processes to support quality service to external clients.

1988–1992: Senior Manager (Product Development)

South African Transport Services and Spoornet, Johannesburg

Managed design and development of technical-, economic-, operational- and human interfaces, to align new train service products to business requirements. Implemented new services, e.g. high-speed time-sensitive intermodal trains on main corridors.

1985–1988: Research Engineer

South African Transport Services, Pretoria

Managed Train Dynamics Section plus Engineering Development Centre. Responsible, among other, for research, development, and implementation of SATS' flagship 200-wagon, 20800 tonne trains on the Ermelo-Richards Bay coal export line.

1965–1984: Various positions

**South African Transport Services and
South African Railways & Harbours, Pretoria and Johannesburg**

Responsible for incident investigation, locomotive maintenance management, quality management, rolling stock conceptual design, stress analysis, testing and instrumentation, and train handling development.

1962–1963: Engine Designer

Meissner Finance Corporation, Cape Town

Designed, developed, and tested experimental two-stroke internal combustion engines. Designed one experimental engine from first principles, outsourced its manufacture, and commissioned the completed product.

[Links \(in this document\)](#)

Selected career highlights

- 2011** Invited as expert by the European Commission in Brussels to evaluate and report railway projects proposed under the Sustainable Surface Transport Priority of the Seventh EU Framework Programme for Research and Technological Development.
- 2010** Attended the International Union of Railways' *Seventh World Congress on High Speed Rail*, and the *Modern Railways Exhibition*, in Beijing, China. Participated in a Technical Visit to Beijing South Station and CRH high-speed trains Beijing-Tianjin return.
- 2010** Visited the BNSF-Union Pacific Joint Line, and North Antelope Rochelle Mine, in the Powder River Basin, Wyoming, United States of America.
- 2009** Attended *The Sustainable Railway* conference and *Nordic Rail* trade show in Jönköping, Sweden.
- 2009** Traveled Shanghai-Beijing on a China Railways high-speed EMU sleeper train. Participated in a Technical Visit to Liucun Station and Qinhuangdao Port facilities for unloading-, stockpiling-, and shiploading 340 million tonnes of coal per year.
- 2009** Invited as expert by the Trans European Network Executive Agency in Brussels to evaluate railway projects proposed under the European Economic Recovery Work Programme and the Multi-Annual Work Programme.
- 2008-2009** Biographed in Marquis *Who's Who in Science and Engineering*.
- 2008** Traveled the Khabarovsk-Vladivostok sector of the Trans Siberian Railway, followed by a trip on the footplate of a Russian Railways freight train from Smolyaninovo to Partizansk to explore heavy haul potential.
- 2008** Attended the *New Opera (Operating Project for a European Rail Freight Network) Final Conference*, organized by UNIFE, the European Rail Industry, in Brussels.
- 2008** Attended the *Advanced Bus Rapid Transit Implementation Workshop* at Southern African Transport Conference in Pretoria, South Africa.
- 2008** Invited as expert by the European Commission in Brussels to evaluate railway projects proposed under the Sustainable Surface Transport Priority of the Seventh EU Framework Programme for Research and Technological Development.
- 2008** Visited Korail's Goyang KTX high-speed train depot in Seoul, Korea, and traveled on KTX high-speed trains Seoul-Daejeon return.
- 2008** Visited Ho Chi Minh City and Hanoi to acquire an appreciation of Vietnam's development trajectory.

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- 2007** Witnessed the system acceptance test of three-phase variable voltage variable frequency propulsion equipment for electric multiple unit trains at a manufacturer in Sweden.
- 2007** Undertook site inspection of multiple unit bogies at a bogie manufacturing works in Siegen, Germany.
- 2007** Invited as expert by the European Commission in Brussels to evaluate railway projects proposed under the Sustainable Surface Transport Priority of the Seventh EU Framework Programme for Research and Technological Development.
- 2007** Visited Kiruna Mine and Narvik Port, and travelled the section of the Nordic Heavy Haul line between them.
- 2007** Attended the *First Global Rail Freight Conference*, hosted by the International Union of Railways and Indian Railways, in New Delhi, India.
- 2006** Traveled Turkish State Railways' existing Ankara-Istanbul line, to view construction of its adjoining high-speed intercity railway.
- 2006** Visited diesel locomotive builders in China, to evaluate their capability to build locomotives to a client's specific requirements.
- 2006** Visited the *InnoTrans International Trade Fair for Transport Technology* in Berlin, Germany.
- 2005** Attended the *Eighth International Heavy Haul Conference*, with theme Safety, Environment, and Productivity, in Rio de Janeiro, Brazil.
- 2004–2007** Appointed as reviewer by the European Commission for the *European Rail Network of Excellence (EURNEX)* project under the Sustainable Surface Transport Priority of the Sixth EU Framework Programme for Research and Technological Development. Visited member institutions in Berlin, Lisbon, and Prague.
- 2004** Invited as expert by the European Commission to evaluate railway projects proposed under the Sustainable Surface Transport Priority of the Sixth EU Framework Programme for Research and Technological Development.
- 2003** Established Railway Corporate Strategy Close Corporation.
- 2003** Made a presentation on *Railway corporate strategy: Global fundamentals* to KTH Royal Institute of Technology Railway Group, Stockholm.
- 2003** Invited as expert by the European Commission to evaluate railway projects proposed under the Sustainable Surface Transport Priority of the Sixth EU Framework Programme for Research and Technological Development.
- 2003** Invited by the European Rail Research Institute to make a presentation at its Interactive Conference *Heavy Haul: The solution for Europe's future?* in Paris.
- 2002** Traveled the Québec North Shore on the footplate of a Québec Cartier Railway iron ore train equipped with electronically controlled pneumatic brakes.
- 2002** Audited the strategic positioning of Alfred County Railway, a branch line concession in Kwa-Zulu Natal Province, South Africa.

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- 2002** Initiated and managed Spoornet's Integrated Safety Project, to identify and understand systemic operating safety risks, with a view to mitigating them by appropriate human factors-, information technology-, and railway technology interventions.
- 2000–2003** Leveraged heavy-haul trains into the Information Age by championing a cable-based integrated electronically controlled pneumatic braking plus wire distributed power pilot scheme, on the Ermelo-Richards Bay coal export operation, and by leading the project towards conversion of the entire locomotive and wagon fleets.
- 2000–2001** Represented Spoornet in the Gautrain Rapid Rail Link Project Review Committee, a project currently in the development phase.
- 1999** Responsible for organizing the program content of a European Rail Research Institute/Spoornet Interactive Seminar in Pretoria, South Africa.
- 1999** Promoted Spoornet Engineering through sponsorship of and participation in AfricaRail '99 Conference & Exhibition in Johannesburg, South Africa.
- 1998** Traveled the Bern-Lötschberg-Simplon mainline, and the Swiss Federal Railways' Gotthard Pass, on the footplate of freight trains.
- 1998** Consulted to the European Rail Research Institute and selected European railways in Minden, Germany, regarding an implementation strategy for composition brake blocks on freight wagons, to reduce noise emission.
- 1998** Visited BHP Iron Ore railway at Port Hedland in the Australian Pilbara to discuss experiences with radio electronically controlled pneumatic braking.
- 1997–2000** Visited suppliers and operators in the United States, France, Australia, and Canada, to study and to influence new developments in electronically controlled pneumatic braking and wireline distributed power.
- 1997** Attended the Third World Congress on Railway Research in Firenze, Italy.
- 1997** Traveled Oregon's Blue Mountains on the footplate of a Union Pacific freight train with radio distributed power.
- 1996** Elected Vice-chairperson of East London Afrikaans Chamber of Business.
- 1996** Led a labour-and-management mission from Spoornet's East London Region to Singapore, to sensitize it to global issues, and to stimulate insight into challenges in an information economy. Attended the Marketing Institute of Singapore's conference *Achieving and sustaining marketing successes: Innovative and value-added perspectives*.
- 1996** Invited to participate in Eskom's Eastern Cape Scenario Workshop, the Eastern Cape Province Spatial Development Plan, and the Wild Coast Spatial Development Initiative.
- 1996** Facilitator in an Industry Orientation Programme, to give new- and established top-500 managers insight into Spoornet's historic origins, and its relationships with the new South Africa and the global economy.
- 1995–1996** Member of Border Chamber of Business Infrastructure Committee.
- 1994–1996** Member of East London Metropolitan Transport Advisory Board.

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- 1994–1996** Director of Orange River Rail Company, an operating concessionaire that turned over ZAR 1.5 million per year, on the 180km Dreunberg-Barkly East branch line, that features eight reverses in dramatic landscapes.
- 1994** Completed the Information Systems Management Programme, at the Graduate School of Business, University of Cape Town.
- 1994** Participated in a Spoornet Ambassadors Programme to Statens Järnvägen, Sweden's state railway, to study freight railway service philosophy- and technology.
- 1993** Visited the China Academy of Railway Sciences' research facilities in Beijing, and China Railways' Beijing-Qinhuangdao heavy-haul coal export railway.
- 1993** Attended an Information Engineering Orientation Course, presented by Upper Case System Solutions, Johannesburg.
- 1993** Sponsored an operations reengineering project using an external consulting house, to map Spoornet's service delivery processes, prior to reengineering.
- 1991** Visited USA to study advanced train control systems.
- 1991** Visited Germany to negotiate re-specification of air brakes donated to Société Nationale des Chemins de fer Zaïrois.
- 1989–1990** Convened a Conference of the Technical Committee working group, charged with promoting air-brake compatibility for contiguous Southern African railways: Demonstrated Association of American Railroads' air brakes to members in Zimbabwe, and to Société Nationale des Chemins de fer Zaïrois in the country now known as Democratic Republic of Congo.
- 1989** Descended Australia's Connors Range to Dalrymple Bay on the footplate of a Queensland Rail electrically-hauled radio distributed power train.
- 1989** Led the team that set world records for the longest (7300 meters), heaviest (70 000 tonnes) freight train that conveyed the most wagons (660 number) over the longest distance (861 km), on the Sishen-Saldanha iron ore export line.
- 1988–1992** Member of Spoornet's Locomotive Forum and of its Wagon Utilization Committee, with responsibility for aligning technical characteristics of rolling stock with operating requirements.
- 1988** Visited Hong Kong Mass Transit Railway Company, to study simulator training for train drivers.
- 1988** Visited China Railways heavy haul marshalling yard and steam locomotive manufacturing works at Datong.
- 1987** Visited railway operators and equipment suppliers in USA and UK to study intermodal-, RoadRailer-, and short-line transportation issues, practices and technologies.
- 1987** Member of a South African Transport Services team that consulted to Israel Railways regarding a proposed railway line from Har Zin to Eilat. Traveled the Tel Aviv-Haifa line on the footplate of a passenger train.
- 1984** Visited railway operators and steel mills in USA, Canada, and Europe to assess process capability of continuous casting for rail- and axle steels.

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- 1983** Visited a manufacturer in Sweden to audit quality management of locomotive traction motor production.
- 1983** Attended a Quality Assurance Course presented by Dr. W. Edwards Deming.
- 1979–1982** Member of the Wheel-rail Interaction Committee, which upgraded the Ermelo-Richards Bay operation to 26 tonnes per axle: Responsible for infrastructure- and train systemic design. In 1990, the 200-wagon, 20800-tonne trains won the South African Institution of Mechanical Engineers' Projects and Systems Award. In 1994 Mercer Management Consulting benchmarked the operation as lowest-cost-per-net-ton-kilometer world leader.
- 1979–1981** Member of South African Transport Services' High Speed Task Group, which implemented the 160km/h Metroblitz intercity pilot train between Pretoria and Johannesburg: Responsible for overall systemic design, and performance specification of rolling stock and signaling. Undertook footplate trips, from Rome to Ancona on Ferrovie dello Stato's Pendolino tilting train, and from München to Augsburg on a 200km/h train hauled by Deutsche Bundesbahn's E103 locomotive, to gain exposure to high-speed operations.
- 1979** Completed four modules towards the Diploma in Datametrics at the University of South Africa.
- 1976** Learned to drive long, heavy freight trains, a skill that provided a foundation for many subsequent train design and -application developments.

[Links \(in this document\)](#)

Publications

- Forthcoming** Differences and Similarities: Learning from Heavy Haul in Cold and Heat. Main author Maxim Keyno. *International Heavy Haul Association Conference 2011 Railroading in Extreme Conditions*. June, Calgary, Canada.
- 2011** Competitiveness and Sustainability: Scenarios for Rail Redevelopment in South Africa. *Proceedings of the Railways and Harbours Conference & Exhibition* [www.railwaysandharbours.com/2011/wp-login.php?redirect_to=login-redirect]. Johannesburg, South Africa.
- 2010** Competitiveness and sustainability: Four scenarios for line haul rail in South Africa. In: *Engaging the Future*. South African Institution of Civil Engineering Railway and Harbour Division Symposium [CD-ROM]. Midrand, South Africa.
- 2010** Appraisal criteria for very high speed rail in South Africa. Co-author L.C. (Fienie) Möller. *Proceedings of the Twenty-ninth Annual Southern African Transport Conference*, pp. 663-672 [CD-ROM]. Pretoria, South Africa.
- 2010** How might the railway renaissance evolve in South Africa? *Proceedings of the Twenty-ninth Annual Southern African Transport Conference*, pp. 630-639 [CD-ROM]. Pretoria, South Africa.
- 2010** Heavy haul railway electrification—experiences and prospects. *Proceedings of the Joint Rail Conference*, JRC2010-36151 [CD-ROM]. Urbana, IL, United States of America: ASME, IEEE, ASCE, TRB, AREMA, and University of Illinois.

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- 2009 Innovation and globalization: Mainstreams and margins. *Proceedings of the Ninth International Heavy Haul Conference*, Vol. III. Shanghai, China: International Heavy Haul Association.
- 2008 Selected heavy haul insights: Some South African perspectives. *Proceedings of the Conference on Rolling Stock of XXI Century*, pp. 117-122. Khabarovsk, Russia: Far Eastern State Transport University.
- 2008 Critical events and external intervention in railway adaptation. Co-author L.C. (Fienie) Möller. *Proceedings of the Twenty-seventh Annual Southern African Transport Conference*, pp. 165-174 [CD-ROM]. Pretoria, South Africa.
- 2008 Ultimate interoperability: Line-haul railways as global corporate citizens. Co-author L.C. (Fienie) Möller. *Proceedings of the Eighth World Congress on Railway Research*, PN.1.2 [CD-ROM]. Seoul, Korea.
- 2008 Strategies for sustainable mobility: Urban railways as global corporate citizens. Co-author L.C. (Fienie) Möller. *Proceedings of the Eighth World Congress on Railway Research*, G.2.2.2.1 [CD-ROM]. Seoul, Korea.
- 2007 Some global touchstones in railway adaptation. Co-author L.C. (Fienie) Möller. *Proceedings of the Twenty-sixth Annual Southern African Transport Conference*, pp. 660-669 [CD-ROM]. Pretoria, South Africa.
- 2007 Leveraging global railway insight into South Africa and Africa. *Proceedings of the Twenty-sixth Annual Southern African Transport Conference*, pp. 650-659 [CD-ROM]. Pretoria, South Africa.
- 2007 Exploring the strategic positioning of railways for competitiveness and sustainability. *Conference Proceedings AfricaRail 2007*, pp. 130-132. Johannesburg, South Africa: Terrapinn.
- 2007 Railway globalization and heavy haul. *Proceedings of the International Heavy Haul Association Specialist Technical Session*, pp. 329-338. Kiruna, Sweden: International Heavy Haul Association.
- 2006 Selected railway corporate strategy insights, with special reference to Turkey. *Proceedings of the International Railway Symposium*, Vol. 1, pp. 411-422. Ankara and Istanbul, Turkey: Turkish State Railways and Ministry of Transport.
- 2006 A global perspective on positioning European railways. *FAV Newsletter* [Forschungs- und Anwendungsverbund Verkehrssystemtechnik, Berlin] No. 10, p. 2.
- 2006 Complementarity between rail and road in promoting African development. *Proceedings of the Third International Road Federation / South African Road Federation Regional Conference for Africa* [CD-ROM]. Durban, South Africa.
- 2006 Identifying the key factors for long-term sustainability. *Railway Gazette International*, Vol. 162, pp. 529-530, 533-534, and 536. It attracted editorial endorsement, *The engine of change*, on p. 483.

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- 2006** Ten questions for South African railway stakeholders. *Proceedings of the Twenty-fifth Annual Southern African Transport Conference* [CD-ROM]. Pretoria, South Africa.
- 2006** Railway globalization: Leveraging insight from developed- into developing regions. Co-author L.C. (Fienie) Möller. *Proceedings of the Seventh World Congress on Railway Research* [CD-ROM]. Montréal, QC, Canada.
- 2004** A systemic approach to modulating train braking and -traction. *Proceedings of the Ninety-sixth Annual Convention*, pp. 146-154. Chicago, IL: Air Brake Association.
- 2003** Globalization and open architecture for railways: The role of integrated ECP braking and distributed power. *Proceedings of the Sixth World Congress on Railway Research* [CD-ROM]. Edinburgh, Scotland.
- 2003** Why heavy haul? Learning from the cost-effectiveness of heavy axle loads in South Africa. *Proceedings of the Interactive Conference "Heavy Haul: The solution for Europe's future?"* Paris, France: European Rail Research Institute, International Union of Railways, and Union of European Railway Industries.
- 2002** Integrated ECP braking plus distributed power: From business case to strategic context. Meeting of the *South African Society for Railway Engineering*. Esselen Park, Gauteng, South Africa.
- 2002** Developing business cases for integrated ECP braking plus distributed power. *Proceedings of the Ninety-fourth Annual Convention*, pp. 117-131. Chicago, IL: Air Brake Association.
- 2001** Strategies for freight train integrated ECP braking plus distributed power. *Proceedings of the Fifth World Congress on Railway Research* [CD-ROM]. Cologne, Germany.
- 2001** Progress with evaluation of cable-based ECP braking and distributed power. *Proceedings of the Seventh International Heavy Haul Conference*, pp. 517-524. Brisbane, QLD: International Heavy Haul Association and Railway Technical Society of Australasia.
- 2001** Soft science and heavy haul: Multivariate statistics and systemic drivers. *Proceedings of the Seventh International Heavy Haul Conference*, pp. 255-263. Brisbane, QLD: International Heavy Haul Association and Railway Technical Society of Australasia.
- 2000** Evaluation of wireline ECP braking and DP on the Ermelo-Richards Bay coal export line. Co-author Alan L. Cortie. *Proceedings of the Ninety-second Annual Convention*, pp. 156-174. Chicago, IL: Air Brake Association.
- 2000** A challenge to traditional perspectives on freight railway energy provisioning. *Proceedings of the Interaction Programme "Alternate Traction Technologies."* Johannesburg, South Africa: International Union of Railways and Spoornet. It attracted editorial endorsement in *International Railway Journal*, Vol. 40(2), p. 1.

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- 1999 Some insights from long, heavy, freight trains. *Proceedings of the Interactive Seminar* [CD-ROM]. Pretoria, South Africa: European Rail Research Institute and Spoornet.
- 1999 Freight railways for the new millennium: Africa as global player? Co-author George J.C. Parker. *Proceedings of the South African Transport Conference*, Session 2C, pp. 1-13. Pretoria, South Africa.
- 1999 Early 2000s railway technology for Africa. In *AfricaRail '99*. Johannesburg, South Africa: AIC Conferences.
- 1998 Towards the next level of train handling technology. Co-author Alan L. Cortie. *Proceedings of the Ninetieth Annual Convention*, pp. 159-172. Chicago, IL: Air Brake Association.
- 1997 Some practical alignment issues in transformation of a large, multicultural organization. *Proceedings of the Fourth Annual International Conference on Advances in Management*, p. 24. Rexdale, ON, Canada: Center for Advanced Studies in Management.
- 1997 Industrial Age meets Information Age: Heavy haul as freight railway survival strategy. *Proceedings of the Sixth International Heavy Haul Railway Conference*, Vol. 1, pp. 7-21. Cape Town, South Africa: International Heavy Haul Association.
- 1995 Transformation issues in positioning a commercialising organisation in a globally exposed environment. Co-author Dr. Pieter W. A. Möller. *Abstracts of the International Conference on Management in Africa*, pp. 72-73. Pretoria, South Africa: University of Pretoria.
- 1994 Towards generic corporate strategic management functions. Co-author Prof. Leon M. Brümmer. *Proceedings of the Second Biennial International Conference on Advances in Management*, Vol. 2, p. 30. Calgary, AB, Canada: Center for Advanced Studies in Management.
- 1994 Perspectives on the railway industry in the years ahead. Paper presented at the meeting of the *South African Society for Railway Engineering*. Johannesburg, South Africa. It merited the Transnet award for best paper of the year, and was abridged in *Railways Africa*, October/November, pp. 8-9, 13.
- 1994 Some relations of corporate strategy content to organizational environment by comparing a capital-intensive service industry across selected societies. Doctoral dissertation, University of Pretoria. *Dissertation Abstracts International*, Vol. 55(5), p. 1336-A.
- 1993 Safer, faster, heavier trains by optimising sensory feedback to drivers. *Proceedings of the Fifth International Heavy Haul Railway Conference*, pp. 25-30. Beijing, China: China Railway Society, China Academy of Railway Sciences, Beijing Railway Administration, and International Heavy Haul Association.
- 1993 Ermelo-Richards Bay in retrospect. In G.F. Allen (Ed.), *Railway Technology International 1993*, pp. 225, 227-228. London: Sterling.

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- 1992 Technology governance in railway enterprise. In *Future Technology: Application in Railways and Transportation*. South African Institution of Civil Engineers Division of Railway and Harbour Engineering Symposium. Midrand, Gauteng, South Africa.
- 1991 Spoornet gains valuable experience. *International Railway Journal*, Vol. 31(6), pp. 63-66.
- 1991 Some relations between train handling and track maintenance. In *Railway Maintenance Symposium*. Pretoria, South Africa: University of Pretoria, Department of Civil Engineering.
- 1991 Optimisation of the economic relation between train handling and track maintenance. *Proceedings of the Workshop on Maintenance of Way and Train Operations: Balancing the Conflicts*, pp. 25-32. Vancouver, BC, Canada: International Heavy Haul Association and Railway Association of Canada.
- 1990 The interrelationships between train design, train handling, and longitudinal track loading. *Proceedings of the Workshop on Heavy Axle Loads*, pp. 22-1 to 22-8. Pueblo, CO: International Heavy Haul Association, Association of American Railroads, and U.S. Department of Transportation, Federal Railroad Administration.
- 1990 Testing brakes to the limits. *International Railway Journal*, Vol. 30(6), p. 85.
- 1990 21000 Tonne heavy-haul trains on the Ermelo-Richards Bay line. *South African Mechanical Engineer*, Vol. 40, pp. 189-193.
- 1989 Development of train handling techniques for 200-car trains on the Ermelo-Richards Bay line. *Proceedings of the Fourth International Heavy Haul Railway Conference*, pp. 574-578. Brisbane, QLD: The Institution of Engineers, Australia, and International Heavy Haul Association. It is one of ten papers selected as representing state-of-the-art, in *Transactions of Mechanical Engineering, Special Issue: Heavy Haul*, Vol. ME 15(2), pp. 140-144. Barton, ACT: The Institution of Engineers, Australia.
- 1989 Spoorgoederevervoer in Suid-Afrika in die 1990s [Rail freight transport in South Africa in the 1990s]. *Proceedings of the Annual Transportation Convention*, Vol. 4C, pp. 1/1-12. Pretoria, South Africa: Minister of Transport Affairs.
- 1988 Train handling techniques for 21 000 tonne trains on the Ermelo-Richards Bay line. Co-author Pierre J. Lombard. *First International Heavy Haul Railway Workshop*. Beijing, China: International Heavy Haul Association.
- 1988 Intermodale vervoer [Intermodal transport]. *Yearbook of the South African Railways Engineering Society*. Pretoria, South Africa.
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