



# Edin Mustajbegovic

Strategy - Management - Technology | **Consultant**  
Enterprise - Software | **Architect - Engineer**  
**Founder**

## ABOUT ME

With over 25 years of experience spanning software engineering and management consulting, I focus on applying systems thinking to modernize management practices for the 21st century. I specialize in agile business strategies and adaptive operating models, helping startups grow and established businesses transform in a rapidly evolving landscape.

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## CONTACT

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**25** Years of Experience  
**8** Industries  
**3** Startups

**10** Years as Management Consultant  
**15** Years of Digital Transformation Experience  
**25** Years of Software Delivery Experience

## EXPERIENCE

### ROLES



### ENGAGEMENT



### INDUSTRIES



### CAPABILITIES



## TIMELINE (LAST DECADE OR SO)

LEGEND: Client Company Initiative / Project Role(s) Highest Engagement Capabilities





## PUBLICATIONS AND DEEP DIVES



### Generative AI Business Strategy Primer May 2025

A pragmatic guide to the Gen AI era, this white-paper distills the technology's mechanics, economics, and organisational impact into clear frameworks leaders can act on. From theory-light explanations of tokens, transformers, and scaling laws to practical tools like the Engagement Spectrum, Four-Axis Lens, and Budget Radar, it shows how to navigate cost, risk, talent, and sovereignty—grounded in an Australian perspective but globally relevant. The result is a playbook for turning hype into coherent strategy and everyday advantage.

[Click Here to Download the Whitepaper](#)



### Investing in Data Whitepaper December 2017

Find out what it takes to get value out of data investments. Unconventional advice, written with minimal technical jargon. This whitepaper specifically targets the leaders and managers governing, leading and managing data investments and the consultants that advise them.

[Click Here to Download the Whitepaper](#)

## RECENT CASE STUDIES

### Implementing Scenario Planning Approach for Global IT and Technology Strategy

#### Global Scenario Planning and Strategy Development

#### Technology Strategy Development (Australia)



2021 - 2024

- Strategic Advisor
- Management Consultant
- Executive
- Business Strategy Development
- Technology Strategy Development
- Operating Model Design
- Business Analysis
- Investment & Budget Planning

As a Management Consultant, I advised on the integration of Shell Australia's IT and Technology operations, helping to shape a **technology strategy and operating model** that balanced local business needs with global initiatives. To support diverse business scenarios, I developed a flexible framework and **scenario planning** methodology ranging from cost-reduction to accelerated technology adoption.

Working closely with Shell's Australian IT and Technology leadership, we **co-created a strategy** that gained unanimous endorsement across regional businesses. The approach was later **adopted as a global standard for IT and technology roadmaps across Shell**, and I continued to provide advisory support to other regions during implementation.

This work not only enhanced Shell's operations in Australia but also contributed to a globally recognised model for technology management, reflecting my commitment to collaborative, future-oriented consulting.

### Establishing a new venture to disrupt the mining industry

#### Business Strategy Development

#### Acquisition Due diligence & Post Acquisition Strategy

#### Business & Product Strategy Development

#### Future, Trends and Investment Analysis



2020 - 2021

- Strategic Advisor
- Management Consultant
- Board / Director
- Business Strategy Development
- Technology Strategy Development
- Strategic Planning & Roadmaps
- Investment & Budget Planning
- Business Analysis
- Product Management

I played a key role as an advisor in the creation of Perenti Group's digital technology venture by acquiring Sandpit Innovation, a management consulting company. My brief was to generate innovative ideas that could transform the mining services industry by **using systems thinking approaches to identify significant gaps in technology investment perception**.

To turn these unconventional ideas into actionable strategies, I collaborated closely with new venture executives and the Perenti board to develop a practical business plan for the new venture. A critical component of this strategy was expanding the entity through **strategic acquisitions**, and I played a **crucial role in the due diligence process for potential targets**.

My innovative approach went beyond technological advancements. I introduced a collaborative operating model for IdoBa, the entity formed from the merger of Sandpit Innovation and Optika Solutions. This transformative approach **replaced traditional hierarchical structures with an agile ecosystem of innovative teams**, fostering adaptability and innovation.

My contributions continued beyond the acquisition phase, including developing a **comprehensive product strategy** essential to securing approval from the Perenti Board. Throughout the evolution of IdoBa, I **provided strategic guidance**, shaping the trajectory of its business strategy and reinforcing its position as a dynamic force in the mining services sector.

### Establishing IT as a strategic enabler

#### Strategy Development, Team Development, Strategic Recruiting



2023

- Management Consultant
- Board / Director
- Technology Strategy Development
- Team Leadership
- Operating Model Design

As interim CIO at MSWA, I led the revitalisation of the organisation's digital infrastructure following a period of underinvestment. Partnering with the new CEO, I **aligned IT strategy with MSWA's future-focused vision** and conducted a **comprehensive review of systems, teams, and cyber security risks**.

I developed and implemented a new **IT strategy**, designed an **agile operating model**, and created a **technology roadmap** to support long-term goals. Throughout, I engaged regularly with the Board and Executive Team to ensure transparency and secure strategic buy-in.

The Board's endorsement marked a key milestone, enabling the rollout of the new operating model and the appointment of a permanent CIO to drive continued progress. My work reflects a commitment to using technology to build organisational resilience and unlock growth in a rapidly evolving environment.

### How to build the largest Iron Ore hub with an Integrated Team and Digital Technology

#### Technology Strategy and Portfolio Development, Planning & Governance

#### Capital Project Operating Model Design



2018-2019

- Management Consultant
- Senior Management
- Technology Strategy Development
- Strategic Planning & Roadmaps
- Transformation Management
- Business Analysis

During my involvement in BHP's iron ore mining project (South Flank), which was done in partnership with Fluor, I played a key role in establishing an Integrated Project Team that brought together the expertise of both organisations. Given the complexity of BHP's operations, my primary objective was to work with the project director to design an operating model and framework that would seamlessly integrate the Integrated Project Team with BHP's broader functions.

Through strategic planning and collaboration, we implemented a cohesive operating model that unified various partners and BHP operations into a streamlined project plan. Furthermore, I developed a simplified project brief that effectively communicated the program's governance structure, scope, and roadmap, ensuring alignment and clarity across stakeholders.

To enhance project operations' efficiency, I led the development of a digital strategy built on the operating model's foundation. This strategy leveraged digital technologies to optimise planning, collaboration, and governance processes within the newly established operating model, thus paving the way for improved project performance and outcomes.

## WE HAVE TO TALK ABOUT STARTUPS

With over two decades of experience in software engineering and consulting, I've developed a deep passion for startups and innovation. My journey began in the late 1990s with Digital Wizards, where we built Western Australia's first e-commerce site and developed early products resembling modern platforms like Google Maps, MailChimp, and WordPress.

This formative period sparked a lifelong fascination with the energy and creativity of startup environments. In 2007, I founded my first startup, Beyond42, aiming to reimagine ERP systems. While it didn't achieve commercial success, the lessons learned were invaluable.

In 2011, I joined Journey One to help grow their Management Consulting practice, and in 2017, I

founded Action Twelve, drawing on insights from years of diverse professional experience.

**Today, I'm building my latest venture, 2ic.ai, a product that blends social networks, complexity science, and AI to transform how teams manage relationships. As both a consultant and engineer, I remain committed to pushing boundaries and driving meaningful change through technology.**

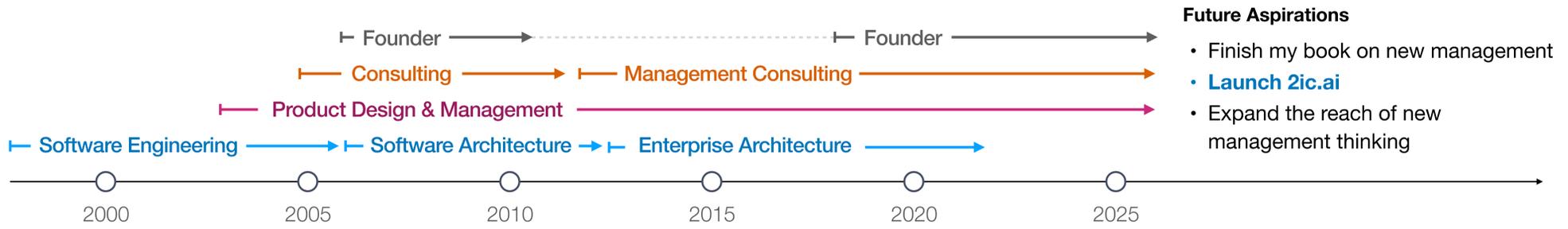


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## CAREER TRAJECTORY



### Future Aspirations

- Finish my book on new management
- Launch 2ic.ai
- Expand the reach of new management thinking

## EMPLOYMENT HISTORY

Employment History	Keystone Achievements
<p>Action Twelve - <b>Founder / CEO</b> - 2017 to Present</p> <p>As an entrepreneur and consultant, I have embarked on a journey to redefine the landscape of management practices. I founded my consulting venture with the aim of anticipating and <b>shaping the future of management</b>.</p> <p>I have collaborated with renowned industry giants such as BHP, Shell, Rio-Tinto, and FMG and contributed my <b>expertise to diverse projects</b>, ranging from monumental <b>multi-billion-dollar capital investments to nurturing nascent startups</b>. My role extends beyond conventional consultancy, as I <b>craft innovative workshops and immersive one-day programs</b> tailored to expedite the assimilation of cutting-edge management paradigms.</p> <p>My future at Action Twelve will continue to focus on the future of management and the <b>development of innovative software products</b> to help teams transition from a top-down command and control paradigm into a complex science-informed ecosystem of teams capable of tackling critical challenges such as climate change.</p>	<ul style="list-style-type: none"> <li>• Founded a new company</li> <li>• Attracted a diverse set of clients, from large enterprises and multi-billion capital projects to startups</li> <li>• Developed new frameworks and approaches to management practices</li> <li>• Working on and investing in a software product</li> </ul>
<p>BHP - <b>Digital Transformation</b> - 2015 to 2017</p> <p>After a successful career as a management consultant, I was offered to <b>lead digital transformation efforts at one of Australia's top organisations</b>. This role gave me a unique perspective, allowing me to witness digital transformation from the inside out. In two years, I went from overseeing the digital transformation of Iron Ore, BHP's flagship business, <b>to designing and leading a comprehensive operating model for digital transformation across the entire organisation</b>.</p>	<ul style="list-style-type: none"> <li>• An innovative platform-based strategy that was the foundation for over \$1 billion of annual IT spending.</li> <li>• Implemented global operating model for digital transformation</li> <li>• Founded and established BHP's first innovation mine</li> </ul>
<p>Journey One - <b>Management Consultant / Capability Lead</b> - 2011 to 2015</p> <p>I joined Journey One when it was still a new startup and had the opportunity to work closely with the company's key clients to understand their unique challenges and objectives. As a capability lead, I played a crucial role in <b>shaping the management consulting and enterprise architecture practices of the organization</b>. It was my responsibility to design custom methodologies for each client engagement, ensuring that we provided effective and holistic solutions tailored to their specific needs. I also took on the role of a <b>coach and mentor to fellow consultants</b>, helping them to excel in their respective roles. Through these efforts, I contributed to the growth and success of Journey One and built a high-performing team that was dedicated to delivering remarkable results to our clients.</p>	<ul style="list-style-type: none"> <li>• Maintained and grew their core client base</li> <li>• Developed innovative approaches to management consulting and strategy development</li> <li>• Maintained exceptional client feedback and value delivery</li> </ul>
<p>Beyond 42 - <b>Co-Founder / CTO</b> - 2007 to 2011</p>	<ul style="list-style-type: none"> <li>• Responsible for full product management and lifecycle.</li> </ul>
<p>Bright People Technologies - <b>Software Architect (Freelance)</b> - 2010</p>	<ul style="list-style-type: none"> <li>• Introduced modern App Dev practices and coaching</li> </ul>
<p>Ajilon - <b>Software Architect</b> - 2010</p>	<ul style="list-style-type: none"> <li>• Developed operational data management platform</li> </ul>
<p>Service, Technology &amp; Admin Department of NSW Government - <b>Consultant</b> - 2009 to 2010</p>	<ul style="list-style-type: none"> <li>• Review and advise on UX and W3C standards across government data sharing web assets.</li> </ul>
<p>Mainfram Innovations - <b>Freelance Consultant</b> - 2006 to 2010</p>	<ul style="list-style-type: none"> <li>• Designed and developed a custom Manufacturing Management System for a factory</li> </ul>
<p>DSC-IT - <b>Team Lead</b> - 2006 to 2010</p>	<ul style="list-style-type: none"> <li>• Designed and built Australia's first Environmental Sustainability management Platform.</li> </ul>
<p>Curriculum Council of WA / Ross Logic - <b>Lead Architect</b> - 2004 to 2006</p>	<ul style="list-style-type: none"> <li>• Designed &amp; developed WA state-wide Student Information Management System still in use today.</li> </ul>
<p>Spherion Technology Solutions - <b>Software Architect</b> - 2003 to 2004</p>	<ul style="list-style-type: none"> <li>• Responsible for full product management and lifecycle.</li> </ul>
<p>Pivot Technologies - <b>Software Team Lead</b> - 2002 to 2003</p>	<ul style="list-style-type: none"> <li>• Designed and developed building mgmt. and automation products while leading a team of engineers</li> </ul>
<p>Imago Multimedia - <b>Product Lead</b> - 2001 to 2002</p>	<ul style="list-style-type: none"> <li>• Developed WA's first map based land portal</li> </ul>
<p>Digital Wizards - <b>Product Lead</b> - 1999 to 2001</p>	<ul style="list-style-type: none"> <li>• Designed and developed several web-based products.</li> </ul>

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