

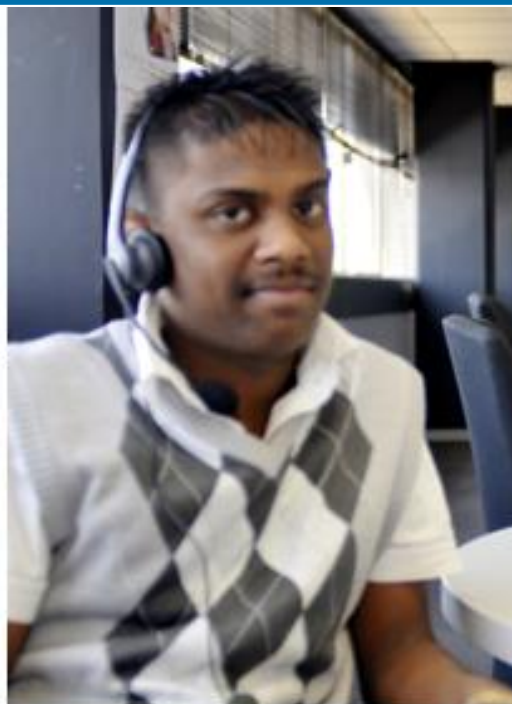


Why Offshore BPO to South Africa?

By Rod Jones



May 2021



ENDORSEMENT

By Andy Searle
BPESA | CEO
Johannesburg, South Africa

South Africa is well known as a tourist destination, with Cape Town, Durban and other top cities winning countless travel destination accolades over the years. Not only does South Africa offer immense beauty and diversity in the geography, fauna, and flora of the land, but the hospitality of our people sets us apart from so many other travel destinations.

So it should come as little surprise that this hospitality, grounded in an intrinsic sense of customer centricity and care, permeates its way into the service experience of local and international customers serviced from CX delivery centres across the country.

When you combine the excellent customer experience on offer with innovation, deep digital capabilities, resilience, cost effectiveness, quality, compliance, tremendous government support and collaboration, choice of locations and scalability through accessing the deep and diverse talent pool – you have a value proposition as distinctive as ours and that comes out as Number One in the world.

Global clients from the USA, Canada, the UK, Australia and many other continents and countries have experienced this value in growing numbers with the sector growing at an ACGR of 25% for the past three years and set to continue on this trajectory for some time to come.

They have not only realised great commercial value through their investments in South Africa but through their own commitment to socially responsible sourcing, and our programme of Impact sourcing, they have made a real impact in the lives of tens do thousands of young South Africans and are leaving a legacy for their shareholders and key stakeholders.

Rod Jones, highly regarded as an industry expert globally and revered locally as a visionary and pioneer in the development of this sector, provides great insight into the GBS Sector in South Africa. I trust you will find this book informative and helpful in getting to understand why South Africa should be one of the top GBS delivery destinations in your mind

Andy Searle



BPESA

Business Process
Enabling
South Africa



<https://www.bpesa.org.za>

Real impact, real value...think South Africa

Make an impact, change a country, leave a legacy

**RYAN
STRATEGIC
ADVISORY**

**FRONT OFFICE BPO
OMNIBUS SURVEY
MOST FAVORED OFFSHORE
CX DELIVERY LOCATION**



**2021 Most Favored Global Offshore
CX Delivery Location**

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FOREWORD

By Peter Ryan | 06 May 2021
Ryan Strategic Advisory.
Montreal. Canada

There is an old saying that things get better with age. And, while the pertinence of this citation can be disputed depending on the context, what is very clear is that it certainly holds water in the case of South African as a global CX delivery location.

Thinking back to the first time I had the opportunity to participate in a South African contact center event nearly 20 years ago, I am overwhelmed at how things have changed. Back in 2004, the industry was heavily focused on domestic consumer support, and was very divided along regional lines. The idea of servicing end-users in the UK was only starting to spark in the minds of the South African outsourcing community, while North America and Australia were pipe dreams.

But, to quote Bruce Springsteen, “you can’t start a fire without a spark.”

Fast forward to 2021 to see what a remarkable transformation South Africa’s CX industry has undergone. The momentum of becoming a destination of choice for British customer management has carried South African outsourcing into the boardrooms of Australia, Canada the USA and beyond. Recognized for its deep quality talent pool, strong connectivity, rapidly improving infrastructure and some of the most forward-looking incentives on the global BPO market, and it is no surprise that South Africa was chosen as the most favoured offshore CX delivery destination in Ryan Strategic Advisory’s 2021 Front Office Omnibus Survey, released in April.

The efforts that industry stakeholders including operators and the in-country bodies representing the CX / BPO community put in the past two decades have borne fruit. The countless late night conference calls, long overseas promotional trips and tireless campaign management cannot be understated. But this is just part of the story.

In this book, CX industry pioneer Rod Jones gets to the bottom of why more than ever overseas executives are looking to work with outsourcers based in South Africa. Having been a pillar of all things contact center in South Africa since the 1980s, there is no better person to provide the lay of the land than Rod. I know that you will enjoy reading this book as much as I have.

Peter Ryan



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INTRODUCTION

In April 2021 South Africa was announced as **The Most Favoured Offshore CX Delivery Location for 2021**; this being the result of the annual Front Office Omnibus Survey conducted by Canadian-based and globally recognised sector research specialist and analyst firm, Ryan Strategic Advisory. The survey presents the views of 628 enterprise contact center strategic decision-makers in Australia, Canada, France, Germany, Italy, Spain, the United Kingdom, and the United States assessing the Global Business Services (GBS)/ Business Process Outsourcing (BPO) location capabilities and performance of 53 countries.

Particularly during the past decade, Business Process Enabling South Africa (**BPESA**) the national body and trade association for the Contact Centre, CX and BPO/GBS sector has developed, refined, and continues to deliver interventions designed to stimulate inclusive and collaborative growth at scale, underpinned by the sustainable supply of workplace skills for the future, a culture of innovation, and a drive for continuous improvement across the supply chain.

BPESA, in partnership with The Department of Trade, Industry and Competition (**dtic**) is focussed on marketing South Africa to the world as an attractive place to offshore their CX/BPO/GBS work, thereby stimulating local job creation, particularly for unemployed youth, and coordinating industry role players to provide a sustainable supply of suitably skilled people to enable the sector to remain competitive and to grow. The association also has a remit to stimulate domestic and foreign investment into the sector.

Also providing significant resources and capacity to BPESA, Harambee Youth Employment Accelerator is a not-for-profit social enterprise an eco-system change agent; building African solutions for the global challenge

of youth unemployment; a catalyst for inclusive hiring and building solutions that work at scale.

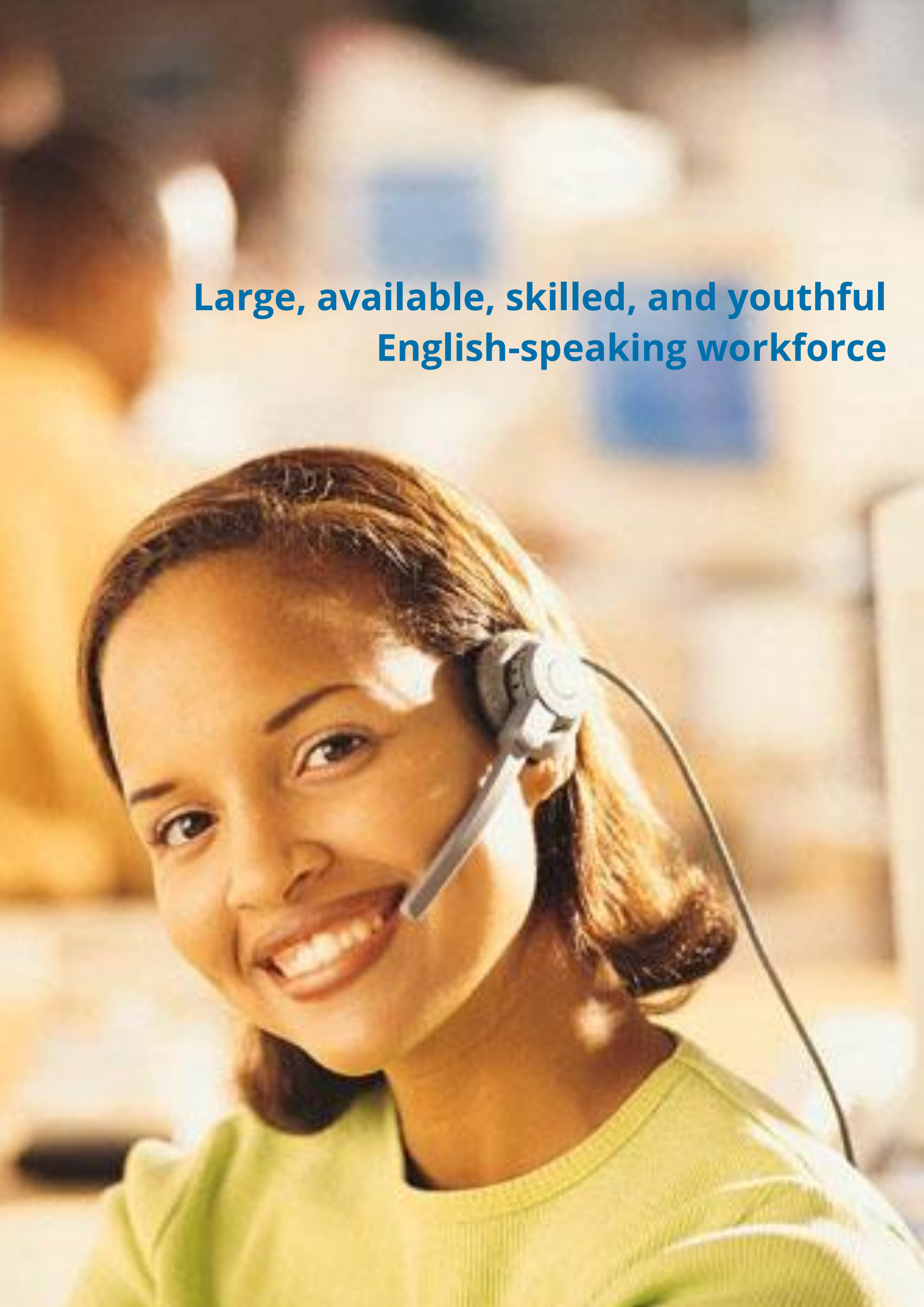
South Africa offers an extremely compelling value proposition to the rest of the world, particularly the English-speaking markets of North America, the UK and Australia.

Key features of the South African value proposition include:

- Superior digital Customer Experience (CX) and Employee Experience (EX)
- Sophisticated and resilient infrastructure (This feature was rigorously tested during the initial COVID-19 full Level 5 lockdown starting in late March 2021. The South African BPO/GBS community proving to be more resilient and reliable than most competitive BPO/GBS locations)
- Strong foundation in large-scale contact centres and specialised niche-type operations
- Large, available, skilled, and youthful English-speaking workforce well able to apply their knowledge
- Sizeable regional and domestic market growth opportunities
- Significant cost savings further enabled by the **dtic** GBS incentive scheme.

In this article I unpack the primary features of the South African GBS/BPO value proposition and expand on the main reasons why South Africa has been recognised by so many powerful and influential decision-makers in the sector across the globe, and as a consequence afforded the accolade of being **“The 2021 Most Favoured Offshore CX Delivery Location.”**

**Large, available, skilled, and youthful
English-speaking workforce**



1. Value Proposition

While the cost of operating BPO/GBS services from South Africa are significantly lower than many traditional and emerging delivery locations, South African BPO/GBS offerings are strongly biased towards a

High Quality /High Value proposition as opposed to a pure cost-play. However, operational, and related costs are of vital importance to decision-makers, so I will address these matters first.

COSTS COMPETITIVENESS

South Africa offers major cost savings to source destinations such as Australia, the UK, and the US of in the region of 40 - 45% on a steady-state operating basis (fully loaded or including all overheads). This is supplemented by a raft of highly attractive incentives that operators can access through the Department of Trade Industry and Competition (**dtic**) and its specialist division, InvestSA. These incentives can potentially pay investors in this sector up to R290,000 (±\$20,000) per

new job created over a 5-year period and subject to certain terms and conditions.

To put South African BPO/GBS costs into perspective:

- BPO (typical voice-based contact centre operating costs) ~45% lower than Tier 2 UK, North American and Australian Cities
- BPS/GBS (non-voice business processing costs) ~40% lower than Tier 2 UK and North American and Australian cities



2. Track record

With a strong foundation and deep domain skills in contact centres and compatible niche areas such as financial services, administration, various back-office operations, and legal services, the South African CX industry has, in over four decades, emerged as a fully matured and globally recognised leader in high quality domestic and international call centre and customer experience-related services. South African contact centres regularly feature as 'best-in-class' winners in credible and widely recognised global industry award programmes.

Of these, over 80,000 agents are currently servicing international and foreign customers. More than 82% of these centres employ youth, with women making up 65% of the total workforce.

The South African GBS/BPO sector has shown phenomenal growth with a steady increase since 2014 and today it is growing at slightly more than 24% Compounded Annual Growth Rate (CGAR) with 2019 and 2020 breaking 30% CGAR.

There are an estimated 2,500 operating contact centres employing upwards of 280,000 management and staff.

This is over twice the average global growth rate for this sector; and it's easy to see why.



3. ICT and Digital capabilities

South Africa is proud to have one of the best ICT infrastructures on the African continent.

The local industry is rapidly up-skilling to meet the growing domestic and international demand for digital solutions such as mobile payment systems, big data, and analytics as well as addressing the shift toward tech-enabled value-adds to enhance customer experience. In addition, the sector is focussing a great deal of investment and is evolving strong capabilities in sophisticated omnichannel contact centre solutions,

interaction analytics and many 'next-generation' solutions (such as cloud, cybersecurity, AI, ML, big data, and advanced analytics.) In support of this Africa-wide trend, big tech cloud providers such as Microsoft and Amazon Web Services are building hyper-scale data centres in South Africa with tangible interest from competing global brands. Several international technology giants such as Amazon, Google, IBM, NTT/Dimension Data have significant presence in South Africa.

Strong foundation in large-scale contact centres and specialised niche-type operations



4. International and Domestic GBS/BPO Providers and Clients

Particularly during the last decade, a significant number of global GBS/BPO service providers have built sizable operations in South Africa. Some of the recognisable operator and client brands include*:

- Altron Bytes People Solutions. Callforce. CapabilityBPO. CCI. CSS. Centriciti. IntelliBPO. Digicall. iContact. Ignition Group. Outworx. Rewardsco. SA Commercial. Sigma. Smollan Group. SoluGrowth. The Unlimited. Transaction Capital.

- Capita. Webhelp. Merchants. WNS. EXL. iiNet. Startek. Tech Mahindra. Amazon. Lufthansa. TalkTalk. Accenture. NTT. Tata. Teleperformance. Wipro. British Gas. Vodafone. Virgin Group. Westcon. MasterCard.

The above lists are not exhaustive. Please refer to Business Process Enabling South Africa (BPESA) for up-to-date lists.



5. Enabling environment

An Organised and Mobilised Industry

With many decades of experience and growth in both the domestic and international sphere, the South African contact centre and GBS/BPO sector has grown into a well-matured, reliable, and highly organised element of the broader economy. Key organisations working together to create valuable synergies include Business Process Enabling South Africa (BPESA), The Department of Trade, Industry and Competition (dtic) and a division thereof, InvestSA, Harambee Youth Employment Accelerator and various regional and local governments and government agencies.

Business Process Enabling South Africa, referred to as **BPESA** is a not-for-profit company that serves as the representative national industry body and trade association for those Global Business Services (GBS) and Business Process Outsourcing (BPO) operators in South Africa serving the international and domestic markets.

BPESA's purpose is to promote and market South Africa to the world as an attractive location to offshore their GBS/BPO contracts or centres, thereby stimulating local job creation, particularly for unemployed youth. The organisation also fulfils the important role of coordinating industry stakeholders to provide a sustainable supply of suitably skilled people to enable the sector to remain competitive and to grow.

In addition, BPESA provides a vital link between international and local operators and the various government agencies engaged with the sector. BPESA promotes domestic and foreign investment into the GBS/BPO sector including call / contact centres, shared service centres and the Digital / ICT sector in South Africa and works with its partners including national and

provincial government as well as social partners and sector stakeholders to stimulate economic growth, new job creation and skills development.

InvestSA is a dedicated division in the South African Department of Trade, Industry and Competition (**dtic**) which focuses on investment promotion, facilitation, and aftercare, with "One Stop Shop" service investment centres located in the main cities and provinces to provide practical assistance to support and streamline the process of setting up a business in the country.

Harambee is a not-for-profit social enterprise organisation with extensive experience building solutions and innovations with a view of solving the global youth unemployment challenge. The eco-system change agency partners with global and African business, governments, young people, global foundations, and many others who are committed to outcome-based results that can work at scale.

The organisation tackles the youth unemployment challenge using advanced technologies, data, innovation, partnerships, and on-the-ground experience to build pragmatic, implementable solutions that have well-proven results.

Resilience in the Face of COVID-19

In late March and into April 2020 when the realities of the COVID-19 pandemic began impacting the South African economy, with a Level 5 'Hard Lockdown' imposed on 26th March. Initiated by BPESA, the government was quick to adopt and support the formulation of policies, procedures and health and safety protocols to recognise certain contact centre

operations (and specifically those servicing international markets) 'essential services' status to operators in the sector. These initiatives included:-

- Government bestowed 'essential services' status on the GBS/BPO sector within a week of national Level 5 lockdown implementation.
- Significant mobilisation effort was implemented to ensure unambiguous communication on protocols to enable remote and in-premise working. A 'People First' approach was taken.
- Harmonious collaboration with national and provincial government agencies and bodies such as BPESA, dtic and Public-Private Growth Initiative (PPGI) in extending practical real-time support throughout the crisis.

These initiatives and cooperation by government sent a strong message to international buyers that South Africa has a strong risk profile as a dependable delivery location.

This message was well received and where competitive offshore locations experienced severe challenges and shut downs at the start of their lockdown period, South Africa was quick to offer to assist global clients and customers during the most precarious time in global history. South Africa's GBS sector grew in 2020 as

thousands of global customers continued to be served out of South Africa.

Rapid adoption of remote operating models, supported by an agile regulatory culture:

At the height of the first wave of the COVID-19 pandemic and the realities of the harsh Level 5 lockdown, many operators in the sector were able to deploy and enable 40-60% of their workforce to work remotely. (In some instances, operators deployed 100% of their workforce as work-from-home resources.) It is interesting to note that, during this time a number of operators reported significant increases in overall productivity and agent performance, a trend that is being sustained

South Africa has emerged as a dependable services delivery location

A large proportion of the GBS/BPO sector were able to transition quickly to the remote-working model. This offered resiliency for companies to relocate operations from other sites and to ensure high-quality of consistent and reliable service delivery. This has positioned the country's BPO/GBS sector in a new light, resulting in increased traction from global companies looking to geographically diversify their service delivery portfolios.



6. Workforce and labour pool

The population of South Africa is approaching 60 million of which 16.5 million are English speakers. Approximately 17.6 % of the population are categorised as 'Youth' (18-35) and this manifests as a large, and eminently motivated, trainable talent pool, and as digital natives, they hold a strong understanding of technology. Some of the key features of this workforce include:

- A large, well-matured domestic industry producing high calibre and experienced middle and senior management

- 410,000 English speaking youth added to workforce annually
- Fluent conversational and written English-speaking talent with neutral accent and high EQ/empathy levels
- Cultural affinity with the UK, Australia, and increasingly, North America
- Availability of experienced talent across multiple cities; and additional talent pool via impact sourcing

Impact Sourcing

South Africa is the proud birthplace of the internationally recognised **Global Impact Sourcing Coalition (GISC)**, an initiative launched in South Africa in 2016 by the Rockefeller Foundation with a number of local partners including BPESA, Harambee, CareerBox, Maharishi Institute, EOH and Accenture to name a few. -. The initiative has since scaled through broad global adoption by many leading international brands and BPO / third party operators. The South African GBS/BPO sector subscribes to the globally recognised Impact

Sourcing model, embracing the concept of intentional inclusive hiring, and building of inclusive and sustainable supply chains.

BPESA along with a number of local social and private organisations continues to champion the Global Impact Sourcing Coalition (GISC) and has launched the Africa Impact Sourcing Chapter. The Africa chapter collaborates with the UK/Ireland and North American Chapters. This world-wide collaboration between

regions for creating jobs for marginalised individuals and communities who otherwise have limited prospects for formal employment is seeing growing traction and scale.

The GISC launched on the premise of connecting buyers and suppliers through the world's first Impact Sourcing Directory and provides support to companies measuring Impact Sourcing programmes and evaluates the effects of these programmes on society.

South Africa offers a highly comprehensive ecosystem of enterprises, service providers, training academies and industry support which assists in identifying,

Deep Domain Skills

Given that the South African customer contact industry has a sound reputation for being mature and highly experienced, the country is well positioned to significantly expand its GBS/BPO offerings to embrace more specialised niche operations.

From this base, the South African GBS/BPO industry is ideally placed to address global delivery expansion from all types of customer contact centres to non-traditional areas such as legal and healthcare, analytics, game development, mass communication & broadcasting, and learning management.

Other specific areas of well-proven GBS/BPO experience and expertise includes:

- Banking, Financial Services and Insurance
- Healthcare
- Legal Services
- ICT & Digital
- Contact Centres

training, and hiring Impact Sourced workers. Impact sourcing now consists of more than one quarter of the global services (BPO/GBS) market in the country. This is mainly driven by the contact centre industry which hires a large proportion of unemployed high school graduates who qualify as Impact Sourced workers.

Many GBS/BPO operators are now aware that they have the opportunity to make a greater social and economic impact and that the talent pool provided through Impact Sourcing is usually more stable, with highly committed and motivated workers that deliver exceptional proven and well documented results.

- Finance and Accounting
- Human Resources Outsourcing
- Procurement Outsourcing

To fuel this potential growth South Africa boasts a large, growing, and reliable pool of exceptional professional skills and talents. Some key numbers bearing this out include:

- 12,800 Master's degree graduates per year
- 45,000 research and social sciences graduates per year
- 59,000 ICT and science graduates per year
- 7000 legal graduates per year
- 43,000 chartered accountants
- 2,500 qualified actuaries
- 250,000 registered doctors, nurses, and paramedics



7. Incentives

South Africa's cost competitiveness, relative to the key source markets and peer locations such as the UK, US, Canada, and Australia, has been further augmented by the Global Business Services (GBS) incentive programme (effective January 2019, provided by the Department of Trade, Industry and Competition (**dtic**)).

These incentives ensure that any organisation locating service delivery centres in South Africa and facilitating job creation can extract significant value from its investment. Features of these incentives include:

- 5-year cash incentive
- Real-value cost competitiveness
- Targeted youth employment and levers supporting Impact Sourcing and Inclusive hiring
- Support for non-complex / complex / highly complex
- Incentive for new jobs created and sustained over five years
- Reducing OPEX between 8 - 10%

Other dtic incentive programmes

- Employment tax incentives
- Special Economic Zone (SEZ) incentives
- Global Business Services incentives

Digital-specific support initiatives

- Work readiness and tech skills development programmes. Re-skill, upskill and future skill.
- Digital Innovation Precinct and academies skills development programmes
- Government-funded, work-based learning programmes
- Skills supply chain programmes
- Impact Sourcing programmes

8. Delivery locations



Time Zone

The South African time zone is GMT +2 hrs; this is aligned to Central European Time making 'Follow-the-

Sun' and 24x7 BPO operations servicing European, UK, US and Australian markets proven and practical.

Primary Locations for the Delivery of BPO/GBS Services

The South African GBS/BPO industry is primarily centred around four geographical hubs with a number of smaller Tier III cities emerging into the sector.



Johannesburg & Pretoria, located in the province of Gauteng

Gauteng the national business hub and home to 29 of the Fortune 500 companies and the majority of domestic and multi-national headquarters. It boasts the largest provincial economy in South Africa and the 7th largest economy on the African continent. Gauteng

houses 65% of all GBS activity in the province and 15% of the BPO activity. It is also more populous than the other regions offering a wide range of talent available for employment. Johannesburg has been called 'the New York of Africa'.

Cape Town, in the Western Province

The Western Cape region is considered one of the most attractive tourist hot spots in the world thanks to its blue flag beaches, fields of Fynbos and melting pot of cultures, and, of course, it is the home to the world-

renowned Cape Winelands as well as many of the country's largest BPO providers and hosting 47% of the BPO export services.

Durban and Umhlanga, located in the KwaZulu-Natal province

Imbued with an irresistible vacation atmosphere, Durban is known for the idyllic beaches of the Golden Mile, its world-class surf spots, and active Indian community. The region is widely recognised for its large

number of excellent sales service and collections contact centres and large scale BPOs serving domestic and global markets.

Port Elizabeth (recently re-named Gqeberha), Uitenhage and East London in the province of the Eastern Cape.

The Eastern Cape, besides its natural beauty offers an exhilarating experience for visitors with the bustling port cities of Port Elizabeth, Uitenhage and East London that contain pockets of contact centres with BPO and CX skills and expertise and access to a rich talent pool of tertiary graduates. The Eastern Cape is considered a

viable Tier II region with a growing number of domestic BPO and local captive sites establishing themselves in the province. A number of BPO's are looking at the province as an additional local region to service global customers, the region houses just under 2% of the export BPO market.



9. Infrastructure

Telecommunications

South Africa's telecommunications infrastructure is considered as the continent's most advanced in terms of technology deployed and services provided, with a

South Africa Connect is the government's national broadband policy and associated strategy and plan. The vision for broadband in South Africa is *"a seamless information infrastructure by 2030 that will underpin a dynamic and connected vibrant information society and a knowledge economy that is more inclusive, equitable and prosperous."*

network that is 99.9% digital and includes the latest in fixed-line, wireless and satellite communication.

Targets set for 2030 include a 100% penetration at 10Mbps and 80% penetration at 100Mbps.

South Africa's fibre network is extensive and currently connects the major metropolitan areas of Durban, Cape Town, Johannesburg, Pretoria/Tshwane and Gqeberha (Port Elizabeth) with other major cities and business centres nationally, regionally, and globally.

Global Links

South Africa's total international internet bandwidth (Mbps) capacity increased significantly from 2017. According to The South African regulatory body for telecommunications, ICASA, international outgoing

bandwidth increased by 81.2% to 244,006 Mbps and incoming Internet increased by 50.9% to 366,394. South Africa's undersea cables link the country to the global communications grid and include:

Carrier/Cable/System	Capacity
East African Submarine Cable System (EASSy)	10 Tbps (10,000 Gbps)
West African Cable System (WACS)	5 Tbps (5,000 Gbps)
Seacom	12 Tbps (12,000 Gbps)
SAT-3/SAFE	0.78 Tbps (780 Gbps)
SAex	72 Tbps (72,000 Gbps)

Travel

Getting to South Africa from virtually any international location and on to major cities such as Johannesburg and Pretoria, Durban, Cape Town, Port Elizabeth (Gqeberha) or East London is simple. Pre COVID-19 and hopefully once international travel becomes 'normalised', international flights for the business or vacation traveller will have a wide range of travel options.

- 46 direct flight routes to major global business centres
- 141 flights to international cities and destinations
- Daily flights to London, New York, Washington, Atlanta, Perth, and Sydney

Energy

South Africa has a well-developed electricity network and one of the highest rates of electricity access in sub-Saharan Africa. However, it is an irrefutable fact that South Africa's state-owned electricity provider ESKOM, continues to wrestle with current and historical financial and operational challenges. These have resulted in severe undersupply and the often-erratic power outages as well as scheduled outages referred to as 'Load Shedding'. The utility struggles to maintain the stability of the grid whilst faced with the realities of an

aging infrastructure, significant historical debt, escalating operational costs and increasing industrial and domestic demand.

To cope with the realities of the sometimes-unreliable supply of electricity, most BPO and contact centre operators have provisioned their sites with both solar and stand-by diesel generation solutions



Building African solutions for the global challenge of youth unemployment; a catalyst for inclusive hiring.

10. Lifestyle

South Africa is an exceptionally beautiful country with a high-quality lifestyle to match. The country's well-known wildlife reserves and parks are within a few hours of the major metropolitan areas as are towering mountain peaks, magnificent beaches and regional climates ranging for the sub-tropical north coast of KwaZulu Natal to the lush winter rainfall region of the Western Cape, to the rugged desert and semi desert of the west coast and Karoo regions.

Often referred to as The Rainbow Nation, South Africa has successfully merged many diverse indigenous and international cultures into a colourful patchwork of integrated western and regional social norms into what we call our *Proudly South African* identity.

For the investor, business traveller or relocated expat, the South African lifestyle is really hard to beat. South Africans and their international guests experience world class business and commercial infrastructure, fine dining and entertainment, exceptional internationally accredited schooling, and leading edge medical and healthcare facilities.

Expats locating to South Africa for extended periods will find it easy and exceptionally affordable to find temporary or permanent accommodation; housing ranging from modern apartments to family homes set in secure estates close to good schooling, local retailers, sprawling malls and sporting, social and medical facilities.



11. Governance – Standards and security

South Africa has a highly developed economy and an advanced economic infrastructure and is home to 75% of the largest companies on the African continent.

South African businesses can be described as innovative and entrepreneurial, and the culture is one where both organisational and personal growth and broader participation by all South Africans is the current focus. International clients bear the fruits of this in-bred innovative approach to business where co-creation and solutioning of the customers' needs is placed before profit resulting in superior customer experience (CX). The country has a well-developed infrastructure and

world-class financial sector to support business activities and is one of the highest-ranking African countries on the 'Ease of Doing Business' index.

The country has a globally admired constitution, has a robust legal system as well as many pieces of legislation and compliance relating to corporate governance (based on South African borne and globally adopted King IV) that organisations based in most developed economies would be familiar with.

The business-to-business culture is generally professional and of an international standard.

BPO and Contact Centre Standards

In the context of Business Process Outsourcing, the South African industry is globally recognised as pioneers and thought leaders in the field of customer contact centre operational standards. In 2008, South Africa became the first country in the world to have national (gazetted) standards for the operation of contact centres. (See SANS990-1/2/3)

These local standards became the foundation for the internationally created ISO Service Standards for Customer Contact Centres (ISO 18295:17 II). These CCC Service Standards were first published in 2017. The original development and on-going refinement of these standards continues to be steered by the South African standards committee supported by BPESA, the South African Bureau of Standards (SABS) and a locally constituted committee of technical experts.

Protection of Personal Information and Data Privacy

The Protection of Personal Information Act (or POPI Act) is the comprehensive data protection legislation enacted in South Africa and is considered more stringent than the EU GDPR and US's CCPA and LGDP. The local protection act sets conditions for responsible parties (called controllers in other jurisdictions) to lawfully process the personal information of data

subjects (both natural and juristic persons). POPIA aims to give effect to the constitutional right to privacy, whilst balancing this against competing rights and interests, particularly the right of access to information. POPIA aligns South Africa with global data protection best practices. It applies to any and all organisations processing information in South Africa.

12. Peer reviews

To ensure the accuracy and the relevance of the information contained in this eBook, the manuscript has been Peer Reviewed by respected industry professionals. My sincere thanks go to each one of the following reviewers for their valuable contributions and support.

Andy Searle CEO: BPESA Traci Freeman Investor Engagement, Marketing & Growth Shoana Padayachee Gauteng: Regional Representative Johannesburg South Africa	Evan Jones Group Strategy Director Johannesburg South Africa
Mark Essey CEO: Capability BPO™ Roz Broome Strategic Projects Kwa-Zulu Natal South Africa	Peter Ryan Ryan Strategic Advisory Montreal Canada
Lior Woznica CEO: IntelliBPO Johannesburg and Kwa-Zulu Natal South Africa	Robynne Shields Design and Layout sponsored by Capability BPO™

**Real-value cost
competitiveness**



13. About the Author

As an independent consultant with over 45 years in the Customer Experience customer management industry, Rod Jones is internationally recognised as a Thought Leader, Industry Analyst, Strategic Advisor and Subject Matter Expert in the extremely complex and specialised field of customer service delivery. This experience and expertise reach far beyond the call contact or contact centre to encompass walk-in service centres, back-office administration, customer service operations and the technologies linked to People, Processes, and delivery technologies.

When it comes to the strategic issues of Customer Experience Management (Including Cx, CRM, CxM and CEM) BPS&O (Business Process Services and Outsourcing), BPO and Global Business Services (GBS) the professional services he offers to clients draw extensively on his wealth of experience, to provide relevant and logical solutions to this multifaceted subject.

His passion for the industry extends to both in-bound and outbound calling and he thrives on assisting organisations to develop properly resourced contact centres that produce rapid, measurable results for the organisation. Jones' knowledge of the sector enables him to achieve quantifiable results by assisting organisations to address the six key strategic objectives of effective, efficient contact centres:

- Cap or Reduce Operational Costs
- Increase Efficiencies
- Increase Revenues
- Reduce or Mitigate Business Risks
- Increase Customer Satisfaction
- Better People Management

His clientele speaks for itself, with several blue-chip South African companies, national and local government agencies, and parastatal bodies utilising his services. In addition, he works with numerous international organisations in countries as far afield as Botswana, Zambia, Zimbabwe, Kenya, Uganda, Tanzania, Rwanda, Namibia, Ethiopia the UAE/Dubai, and New Zealand.

In the public sector, Jones has earned a lasting professional reputation for the work that he has done for organisations such as City of Johannesburg, Gauteng

Province, City of Tshwane, City of Windhoek, and the Government of Dubai.

Jones is also recognised as a prolific writer, blogger, industry analyst and an accomplished public speaker, not to mention his skills in the field of corporate executive and management development and mentoring. His reputation is highlighted by the fact that his Customer Experience MasterClass seminar has been attended by over 4 800 delegates in thirteen countries.

In addition to his longstanding commitment to the contact centre industry in general, Jones further demonstrates his passion for the sector by having served for a number of years on the South African Bureau of Standards National Contact Centre Standards Technical Committee (TC99) and advising the SABS SANS990 Standards Review and Development sub-committee and the ISO International Standards Committee.

Not only has he twice served as a judge for the BPESA contact centre awards but was a lead in the launch of the first Call Centre Company Awards in 1999, now nationally established as the BPESA GBS Awards. Rod was also the founding chairman of The Independent Customer Contact Centre Association (ICCCA) and he has served as Chairman of the Direct Marketing Association of South Africa TeleServices Council. Jones is also Certified as a Contact Centre and CX Assessor for Customer Services Audit Ltd, the developers of the global contact centre assessment and benchmarking tool, Snapshot™.

In 2017 Rod served as Vice President of the Gauteng Chapter of the Professional Speakers Association of Southern Africa. In March 2018 Rod was inducted as a Fellow of the Chartered Institute of Customer Management.



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