



**CALLFORCE**   
OUTSOURCING SPECIALISTS

Why Offshore BPO to South Africa?

Author: Rod Jones



**Candice Roberts**  
CallForce | CEO  
South Africa



## FOREWORD

**Candice is the founder and majority shareholder of CallForce Outsourcing Specialists, driving their vision of significant contribution to the South African GBS industry objective of creating thousands of new jobs servicing offshore markets by 2030 and giving the talented youth of South Africa an opportunity to gain skills and experience to launch their careers and mitigate the threat of growing unemployment in our youth sector.**

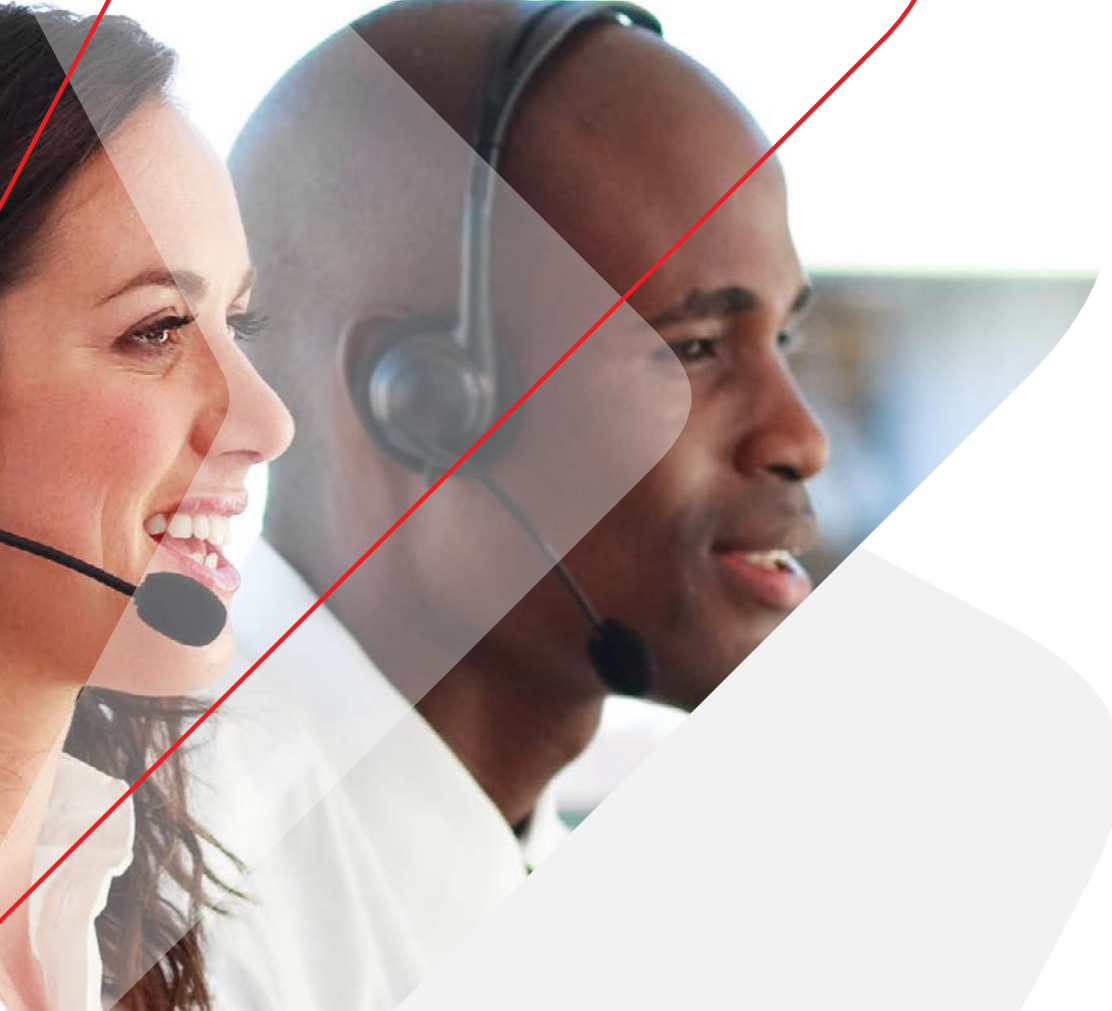
This is all facilitated through the delivery of innovative outsourced solutions from South Africa to global market including UK, Australia, USA, Europe, Asia and South Africa.

Candice lives by a people-first culture that elevates her people as the greatest asset through the continual investment in their ongoing development. Under her leadership and by leveraging off her broad network of industry and business experts, the CallForce growth trajectory has built noticeable momentum.

Selected as an Endeavor Entrepreneur in 2005 and having attended both Stanford and Harvard business schools have provided opportunities that enabled her to scale the business globally as well being able to successfully pivot into the BPO sector in 2015.

She now sits on the board of Endeavor South Africa and is an Alumni and mentor for the EY winning woman programme globally, also serving on the Executive committee BPESA to promote South Africa as a premier BPO destination.

Candice believes strongly in give back and as a result has provided many hours of mentorship to a number of up-and-coming BPO operators and other businesses in South Africa and as we continue to forge our path in internationally scaling our business we are privileged to have been globally recognised and certified by WEConnect International.



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# INTRODUCTION

In both April 2021 and 2022, South Africa was announced as **The Most Favoured Offshore CX Delivery Location**; 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.

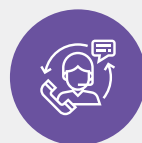
## Key features of the South African value proposition include:



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.

Let's take a look into 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 Most Favoured Offshore CX Delivery Location"** in both 2021 and 2022.

## 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.

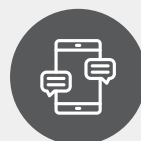
#### COSTS COMPETITIVENESS

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.

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

and staff. 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.

**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 technabled 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\*:

- |                  |                       |                 |                   |
|------------------|-----------------------|-----------------|-------------------|
| • CallForce      | • Rewardsco           | • Capita        | • Accenture       |
| • CapabilityBPO  | • SA Commercial       | • Webhelp       | • NTT             |
| • CCI            | • Sigma               | • Merchants     | • Tata            |
| • CSS            | • Smollan Group       | • WNS           | • Teleperformance |
| • Centriciti     | • SoluGrowth          | • EXL. iiNet    | • Wipro           |
| • IntelliBPO     | • The Unlimited       | • Startek       | • British Gas     |
| • Digicall       | • Transaction Capital | • Tech Mahindra | • Vodafone        |
| • iContact       | • Ison                | • Amazon        | • Virgin Group    |
| • Ignition Group |                       | • Lufthansa     | • Westcon         |
| • Outworx        |                       | • TalkTalk      | • 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 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.

### 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.



### 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, 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.

## 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



Finance and Accounting



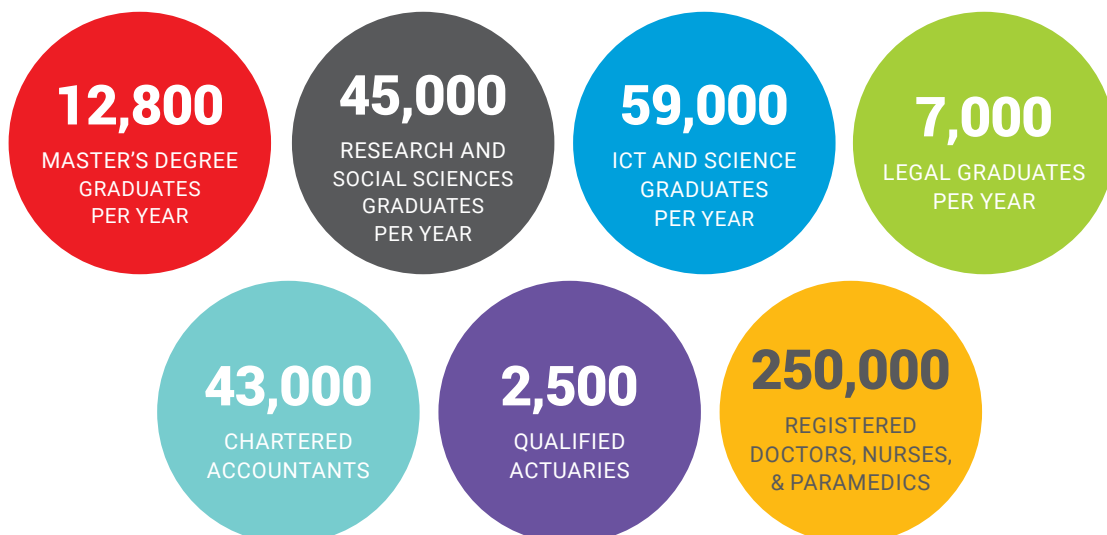
Human Resources Outsourcing

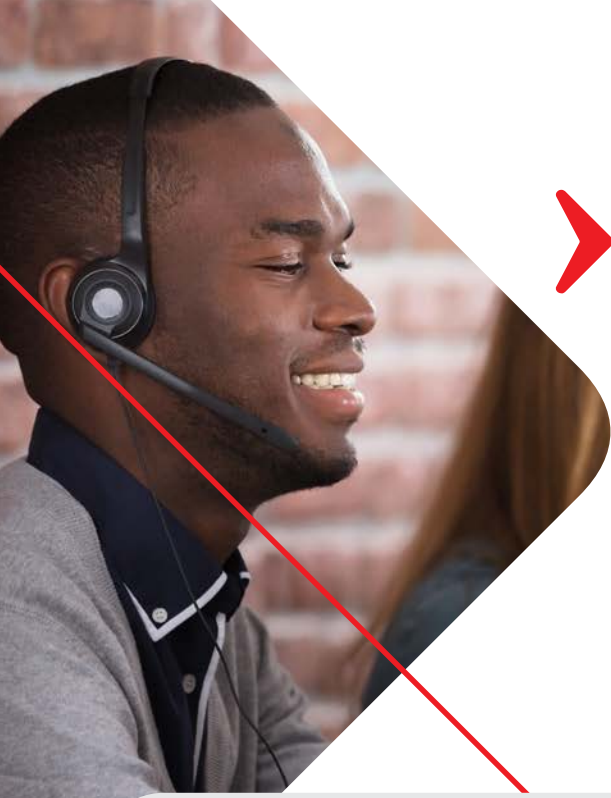


Procurement Outsourcing

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:





## 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

### 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



JOHANNESBURG,  
GAUTENG



PRETORIA,  
GAUTENG



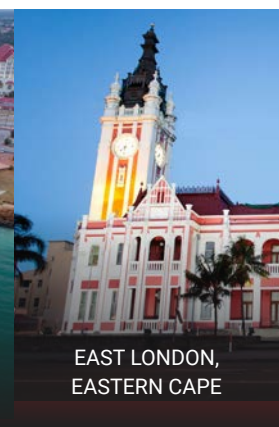
CAPE TOWN,  
WESTERN CAPE



DURBAN,  
KWA-ZULU NATAL



GQEBERHA,  
EASTERN CAPE



EAST LONDON,  
EASTERN CAPE

### 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

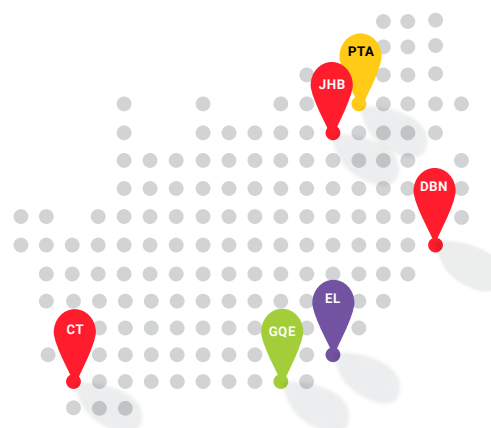
The South African GBS/BPO industry is primarily centred around four geographical hubs with a number of smaller Tier III cities emerging into the sector.

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

**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."

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

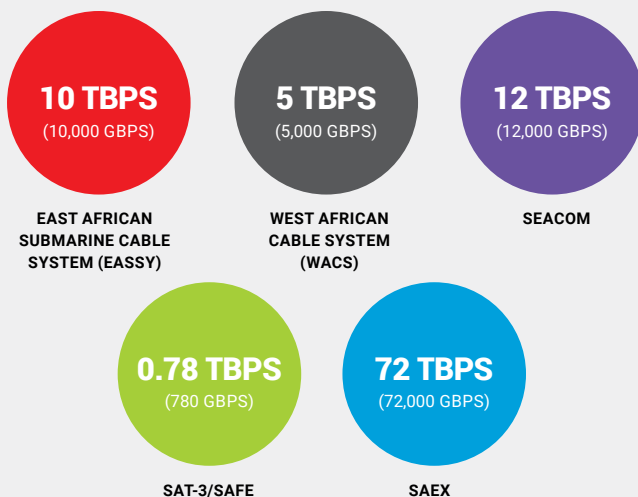
South Africa's fibre network is extensive and currently connects the major metropolitan areas of Durban, Cape Town, Johannesburg, Pretoria/Tshwane and Gqeberha (Port Elizabeth) with other major cities and business centres nationally, regionally and globally.

## 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:**

Capacity of Carrier/Cable/System



## 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 wellknown 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 from 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 international 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: I 7 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.





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## 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, Snapshotz™.

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.



## RECOGNITION OF OUR SUCCESS

We've built a global network, created successful partnerships and are honoured to have been awarded a number of local and international achievements.

<b>2025</b>						
<b>2024</b>						
						
<b>2023</b>						
						
<b>2022</b>						
						
<b>2020</b> <b>2019</b>						
						
<b>2018</b> <b>2017</b>						

As proud members of Endeavor, BPESA, our association with several other international BPO and contact centre industry bodies such as IAOP, AusContact Association, ISG, CCMG and GSA and our strategic partnerships with McKinsey and EY, we are able stay abreast of the latest industry trends and thought leadership ensuring our operations are competitive, result-driven, outcomes focused and cost efficient.



## ARE YOU READY TO PARTNER WITH US?

Are you looking for a customised business process outsourcing solution that can give you a competitive edge? We welcome the opportunity to discuss how we can bring the future of BPO solutions to your business.

**Roshan Sookdeo** 

**Head of Global Solutions**

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