

transforming by Cheryl van der Merwe implementation

Every organisation should be looking for growth, but must also devote equal time to making the current business sustainable. The basics around management of operations and day-to-day activities to create sustainability are, however, boring whereas new projects, ideas and innovations create excitement. There is definitely no shortage of fantastic ideas and new concepts; equally there is no shortage of managers who are eager to use these ideas in companies. There is however, a shortage of operational implementation people.



beating the business curve

In 1997, the founder and Group CEO of Beyond Outsourcing, Suzanne Ravenall, saw a gap in the market to assist companies by engaging in the provision of outsourced operations execution, through generic and scalable toolkits, enforcing measurement and delivery of the complete operational process, utilising a strategic alliance model with clients.

“The idea of the business goes back more than fifteen years, and was based on two noticeable facts,” explains Ravenall. “Organisations were employing great thinkers in abundance, who had exceptional skill around the areas of strategy and their respective technical fields.” However, many did not necessarily possess a clear understanding around operational execution. It is widely accepted that the skills of strategic thinking and execution generally are supplied by two different types of people.

Suzanne Ravenall, Group CEO



“Although well laid-out plans and strategies are fantastic, they are meaningless without execution,” continues Ravenall. “Organisations were obtaining highly qualified people but in turn were not recruiting the same amount of executors to enable the execution of the plans.”

At the same time the world was speeding up. Innovation, technology and competition introduced volatility and speed to the world and to the business environment; this in turn placed huge pressures on businesses to improve their performance and implement faster and more efficiently than ever before.

As a result of these two key factors, the problems of execution and staying ahead of the business curve are now firmly on every CEO’s agenda worldwide. “It is a fact that shareholders value strategy implementation way above strategy itself,” she says.

The Beyond Outsourcing response to this worldwide problem was to design, build and implement a generic and scalable product that could meet the market demand for sustainable operations execution.

Ravenall believed that if Beyond Outsourcing could build a generic and scalable toolkit consisting of process methodologies and systems (to enable the process), for the purposes of execution, that could be placed in anyone’s hands regardless of qualification, providing sustainable business transformation, a powerful offering would have been developed.

“We had to select service areas where the challenges were pretty much the same regardless of country and industry, to enable a generic scalable toolkit to be applied,” she says. “Hence the five areas chosen – field services (CRM); HR, labour managed services, payroll and training (HRM); back office; and the soon to be added supply chain management and enterprise asset management.” These areas are all supported through Beyond Delivery, a division providing first class consulting, business process engineering, project management and enabling technology.

“Generic and scalable means re-usable and expandable regardless of country or industry – requiring no tailoring to suit the environment,” explains Ravenall of these toolkits, which are essentially sets of tools containing all the elements required to be able to execute against a plan. “By sustainable business transformation we mean transforming a company or department with these toolkits, bringing change that will continue to work and improve for the longer term.”

Beyond Outsourcing establishes a bridge, between valuable strategic expertise, and even more valuable implementation of that expert advice through the provision of ongoing operational outsourcing/co-sourcing services on a long-term basis.

After many years of fine-tuning and research, the toolkits were finalised, and Beyond Outsourcing began its final journey – that of a moving towards expansion and the last component of its offering, joint venture alliances.

a strategy for success

Jacques Linden, Deputy Group CEO: Beyond Outsourcing and CEO: Beyond Delivery, believes that the key to the organisation's value proposition lies in its unique ability to take the toolkits mentioned earlier and translate them from good intentions to sustainable results. "I think one of our main success drivers is that we focus on becoming part of our clients' operations," says Linden. "We blend in with their thinking from day one, and grow together with them."

sourcing started to pick up ten or so years ago. Throughout those ten years, this developed into enhanced, value-added offerings from companies providing the outsourced service. Where we come in is phase three – transformational outsourcing."

"What that basically means is that we are responsible for providing our clients with transformation solutions that work," explains Cousins. "We analyse their situation, install the process toolkits, and engage with the client by monitoring the process very carefully and transforming required aspects against set deliverables."

Providing this kind of service comes with its own challenges, and Linden explains that many of these stem from the outsourcing industry itself. "Over the years, the industry has failed to educate the marketplace on the true nature of what it can deliver to

Jacques Linden, Deputy Group CEO: Beyond Outsourcing & CEO: Beyond Delivery

Brett Cousins, Head of Beyond Outsourcing's Bid Team, agrees. "It's about respect," he says. "We don't have a drive-through approach – the exact opposite, in fact. We make it our priority to understand the client, their culture and what drives them. It is important for us to add value to their operations – unless we achieve this, we are wasting their time as well as our own. In order for value to be added, we aim to continually improve and grow our client relationships. We take on their identity, so to speak; putting ourselves in their shoes and asking, how can we make this work more efficiently and more effectively?"

Cousins adds that this philosophy of becoming part of each client through truly transparent partnership is part of Beyond Outsourcing's strategy of viewing each client as a transformation partner, rather than just another customer. "Both the client and Beyond Outsourcing believe in making the relationship work," he says. "It is not a one sided affair – rather, these partnerships take on the characteristics of joint ventures, where each party has an equity stake, and therefore a vested interest in seeing the partnership succeed."

When approaching any outsourcing relationship, Linden says it is important to understand why that company is outsourcing to begin with. "Businesses should know their market, their customers and their products and services," he says. "These are their core functions. Non-core functions, such as cleaning or air conditioner maintenance, for example, could be outsourced. These kind of outsourcing relationships form what is known as utility outsourcing, which is generally accepted as the first phase in which out-



a client," he says. "This caused a perception that outsourcing will cost more than keeping the function in-house, and that it may not be sustainable."

Another challenge is that many companies do not properly analyse the cost of poor performance, and act on this knowledge by means of structuring an outsourcing partnership that will assist them in obtaining solutions to their aims of achieving their strategic goals in a simple and optimal manner.

"In addition, clients are often unwilling to accept that the reason for stunted growth may be their lack of investment in the tools their staff need to do their job optimally," says Cousins. "One of the ways we assist our clients in investing in these skills, is through our customer branded academies."

a new frontier for training

Product training and education are becoming increasingly difficult. The sheer volume of new products being introduced, the speed of evolving product features, and the necessity to innovate and implement promotions at lightning speed threaten organisations at two levels. Firstly the ability of distribution channels to ensure that products receive adequate support and understanding, and secondly, the ability of the average employee to keep up-to-date with the latest products and promotions.

Skills training is an essential partner to product training. Whilst a product may be superior in terms of technology, features and benefits, it is the complementary skills which ensure that all investments and resources have not been wasted.

"Our world-class outsourced customer branded academies focus on the alignment of training and development programmes with strategic organisational objectives, in order to provide the skills necessary for employees, managers and clients to move in the desired direction and to reinforce their objectives," explains Linden.

Within these academies, Beyond Outsourcing offers two forms of training, namely product training and skills training.

"Product training focuses on the provision of programmes to uplift the technical knowledge and expertise of delegates surrounding specific products," says Linden. "This could include product features and benefits, branding requirements, policies and procedures training, and is all geared at creating an in-depth knowledge of the product."

Skills training concentrates on multifaceted areas - from the skills necessary to convey the message, negotiate, handle customers effectively, and convert the sale, to specific required skills

"Innovation, technology and evolution have quickly put strain on an organisation's ability to cope with the demands of modern day marketing," explains Linden. "HR and training departments simply cannot keep up with the continuous need for training and development. They don't always have the time, resources, budget or the expertise to undertake complex training and development campaigns, which are ultimately intended to align individuals' organisational competence and development with the company's strategic business objectives. Additionally, substantial investments in personnel have seen rising management expectations for a higher return on employee productivity."

such as financial management for non-financial managers.

"With over 80 000 individuals trained within just two accounts, Beyond Outsourcing has a proven track record and years of experience," says Linden. "The academies exploit their proven existing methods, systems, processes, and content, which have already culminated in positive results."

In a world of product innovation, the maintenance and improvement of product knowledge and specific product skills is key to the delivery of substantial business results. All of Beyond Outsourcing's training programmes are very practical, results orientated, and focused on delivering predictable business results. Clients who outsource via Beyond Outsourcing's product and skills training customer branded academies, benefit through:

Brett Cousins: Head: Bid Team



- ↳ The leveraging of Beyond Outsourcing's expertise across a variety of market sectors.
 - ↳ Economies of scale.
 - ↳ Existing specialised training methodologies, systems, lessons and plans.
 - ↳ Ease of administration.
 - ↳ Translation of fixed costs to variable costs.
 - ↳ Cost savings, through volume discount arrangements.
 - ↳ Shared risks as the partner held accountable for value added.
- Additionally, each of these specialised areas have their own unique set of benefits:

Product training:

- ↳ Improved efficiency and productivity throughout the sales and employee channel.
- ↳ Improved brand perception in the channel, employee and consumer minds.
- ↳ Increase in sales and market share.

- ↳ Quality of product merchandising, presentation and service levels.
- ↳ Quicker time to market.
- ↳ Standardisation of product knowledge across all channels.

Skills training:

- ↳ Access to specialised training staff.
- ↳ Access to world-class capabilities in areas that are not core competencies.
- ↳ Rapid skills transfer in times of corporate readjustment, such as change of season, product launches, customer surveys or corporate transitions such as mergers and acquisitions, change of regulations, natural disasters, etc.
- ↳ Quick dissemination of skills in response to regulatory changes.
- ↳ Rapid response rate to changing customer requirements.
- ↳ Rapid reskilling in response to changing technological environment, e.g. ERP, CRM implementations.

interaction is key

Showing that Beyond Outsourcing practices what it preaches, we talk to middle managers in the organisation, for their thoughts on what makes this company great.

At the coalface of providing clients with transformational outsourcing that fulfils their requirements are a team of people in customer relations. Louis Visser, Training Manager, David Singh, Regional Manager and Pearl Moonsamy, Operations Supervisor, are three individuals tasked with keeping the day-to-day operations running smoothly.

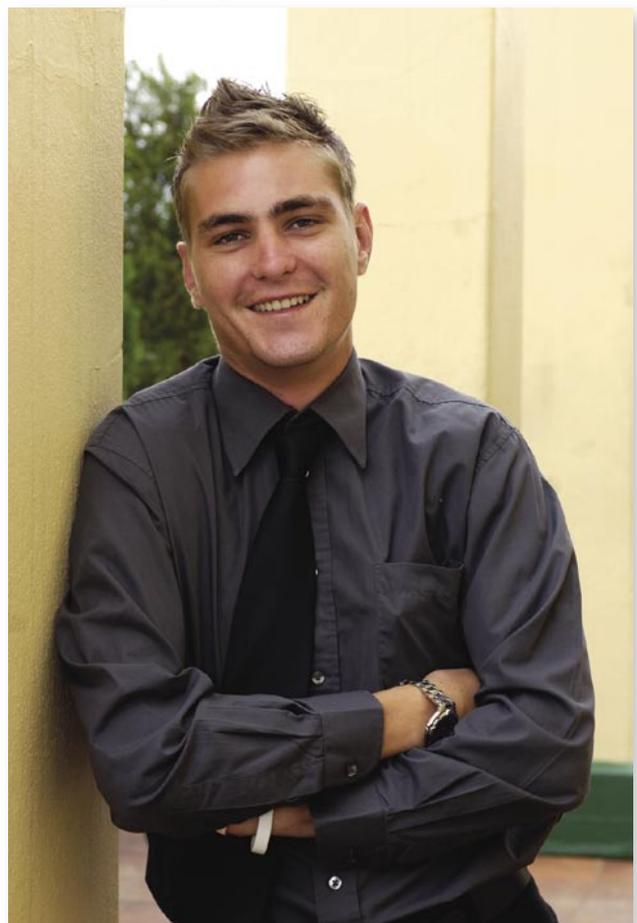
"We see our operation as a centre of excellence," says Singh. "We operate in real time and offer an efficient service."

Moonsamy and Visser agree. "We believe in solving clients' queries first time around," says Moonsamy. "This goes for both our internal and external clients."

Visser says that Beyond Outsourcing's call centres are a critical component of customer service excellence and relations, and that maintaining this is vital. "Over 20% of calls are spot-checked, and our quality management tools are key in this process. We also ensure that our back-office management is competitive, as it is a fundamental part of service excellence and ensuring that our contract deliverables are met."

The customer service environment is a challenging one, and Moonsamy says that focusing on processes is critical. "Our challenge is to continuously improve our own processes, while

Louis Visser, Training Manager



focusing on helping our clients do the same," she says. Singh adds that the environment is also a very structured and deadline-driven one, which contributes towards its challenging nature.

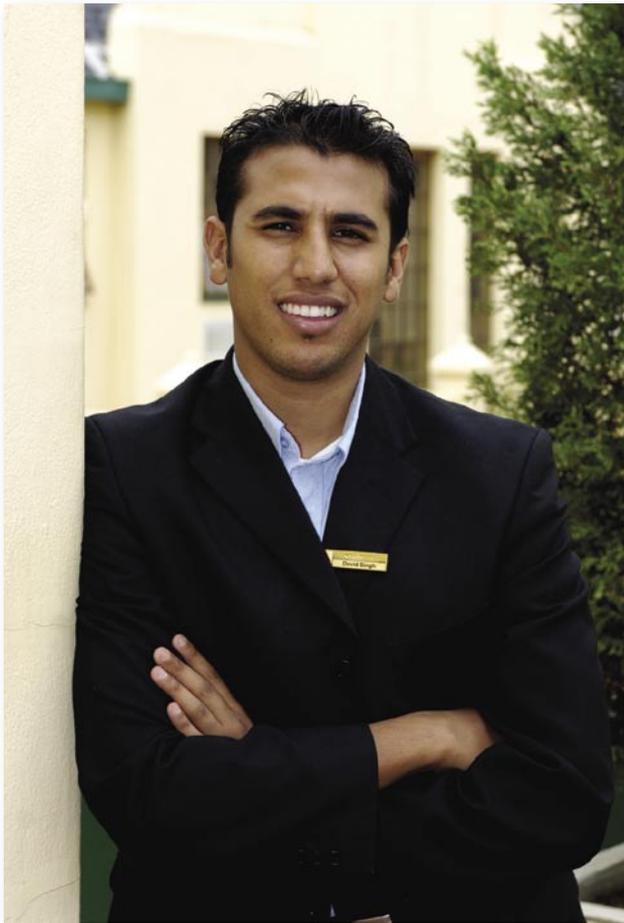
"These challenges do, however, provide us with opportunities to excel," says Visser. "We are constantly reviewing our performance, and ensuring that we achieve over and above the standards

we set for ourselves. We aim to follow our processes 100%, and benchmark ourselves continuously."

Singh concurs, saying that staying ahead of the game is what Beyond Outsourcing does best. "Our intellectual property is incredible," he says. "We do our best to utilise it to the maximum, and capitalise on it as an important strategic advantage."

investing in tomorrow

David Singh, Regional Manager



"We recognise that business, the legal profession and society are inextricably linked and that the idea that one could function without the support of the other was, and is, just not possible," explains Ravenall. "Rather than add to the rhetoric, we have decided to accept our social responsibility and find a way to make a real difference to the society that we live in."

To this end, Beyond Outsourcing has actively involved itself in the positive transformation of South Africa's realities, particularly through various social, community and health programmes. The company's involvement in corporate social investment stems from an understanding that many South Africans fall outside of the normal prosperity of the corporate world.

"We are fully aware that the success in communities today will be the success of business tomorrow and that prosperity of business and society as a whole is intricately interlinked," says Ravenall. "We are also aware that wealth is not merely an issue of material possessions, but comes through a combination of the environment, opportunities and choice. For this reason, we are committed towards social upliftment and well-being. CSI in its most fundamental form sees us being a responsible corporate citizen that contributes to the reconstruction and development of the country, as well as to the building of relationships between communities, government and business."

Beyond Outsourcing is involved in a number of initiatives, ranging from community relations, education and training, beneficiary programmes and HIV/AIDS initiatives. "HIV and AIDS, in particular, are of great concern to us, and there are certain basic facts about the HIV epidemic in South Africa that are indisputable," says Ravenall. "The main fact is that this is certainly one of the greatest catastrophes South Africa has ever faced. AIDS will profoundly affect every aspect of our economy and society over the next decade. Six to ten million South Africans could die of

AIDS in the next ten years. More than half the South Africans under the age of 20 today will not live to be 35. Although there is no stopping the epidemic now, there is still a chance to turn the tide. We believe that this can be best achieved through carefully targeted prevention and pro-active strategies."

As the epidemic has progressed and best practice has emerged, Beyond Outsourcing has revised and adapted its strategy. In continuing attempts to reduce HIV transmission, change high-risk sexual behaviour and remove social stigmatisation and discrimination, the organisation is concentrating on more and even better HIV/AIDS management programmes. Beyond Outsourcing incorporates HIV/AIDS education in the workplace in the form of mass awareness activities, routine induction training programmes and general awareness campaigns.

onwards...

Looking forward, Beyond Outsourcing looks set to continue on its trendsetting path, remaining ahead of the rest of the industry for years to come. The company has recently concluded a broad-based empowerment transaction.

"This relationship is founded on how, together, we can provide brilliant transformational outsourcing solutions to South Africa to directly address its performance, growth and development, and make South Africa as a country, a truly global player," explains Linden. "We were looking for a partner that had the same passion and commitment to the industry as we have, and we found that partner."

Ravenall agrees, saying that proactively pursuing a BEE partner is not about compliance for Beyond Outsourcing. "Rather, it is about planning and playing an active role in the development of our industry and our country's economy," she says. "This partnership represents a strong blend of value and commerce, and is about transforming business performance in South Africa."

Ravenall says that their approach to partnerships is the same as their approach to clients. "We provide a holistic product and service offering that doesn't just provide a component of the solution," she concludes. "We take over the whole function and ensure that every step has been accounted for. We don't just provide a service for our customer, we become our customer. We take on the client's corporate identity, business cards, uniforms and logos in such a transparent and seamless way, that customers believe that we are the client. In the same way, in partnering with other

Pearl Moonsamy, Call Centre Supervisor



organisations and forming relationships with them, we ensure that these relationships are built on trust and understanding, and that the highest form of quality and standards are always attained and maintained." ceo

Beyond Outsourcing, with Suzanne Ravenall at its helm, has demonstrated it has what it takes to excel in the South African business environment. Others think so too...

- 👉 National business leader nomination (2005)
- 👉 Nedbank Businesswoman of the Year – one of five finalists (2004)
- 👉 African Investor Businesswoman of the Year finalist (2005)
- 👉 African Investor Businesswoman of the Year runner up with commendation (2004)
- 👉 Best companies to work for (2003-2006)
- 👉 Most Promising Companies
- 👉 Leading managers (2004-2006)
- 👉 Ernst & Young Entrepreneur of the Year – nomination



Predictable outcome.™

Firmly positioned within the Business Transformation Outsourcing space, Beyond Outsourcing provides long term strategic & alliance partnerships of measurable financial value.

Operating, Improving or Transformation, are levels of executing strategic goals. It's about 'doing the right things right', the first time, every time. Beyond Outsourcing works with you to transform the operational execution of your organisation in order to achieve your strategic goals, through our generic scalable processes and creative organisational solutions. Beyond Outsourcing is an ISO certified organisation committed to one outcome - yours.

Business transformation is provided within the following areas:

- Human Resources Management
- Customer Relationship Management
- Supply Chain Management
- Enterprise Asset Management
- Back office Management



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Performance Improvement -
Predictable Outcomes®