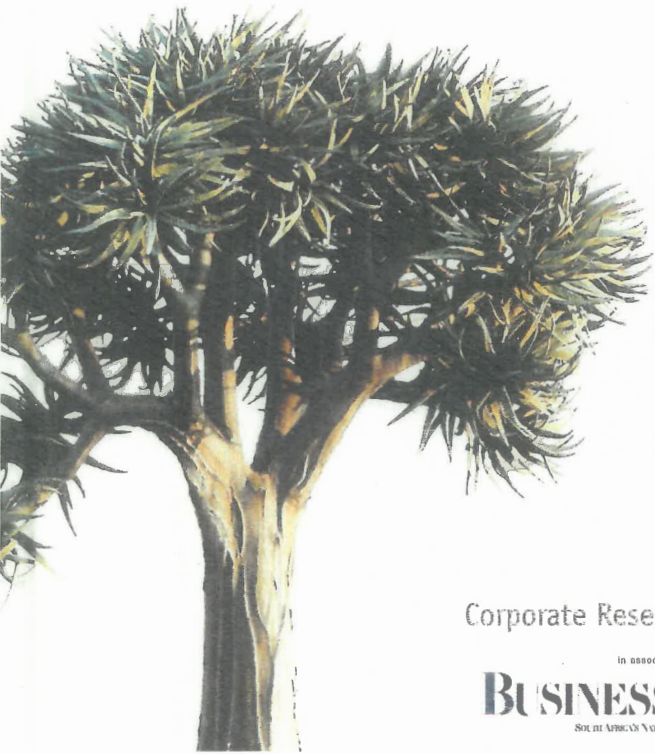




7th EDITION



Corporate Research Foundation
 in association with
BUSINESSREPORT
SOUTH AFRICAN NATIONAL FINANCIAL DATA

BEYOND OUTSOURCING GLOBAL HOLDINGS



BEYOND OUTSOURCING

Performance Improvement
Predictable Outcomes

Beyond Outsourcing is a major player in South Africa's business transformation outsourcing space, as a performance improvement company. The company focuses on the provision of solutions ranging from transformational outsourcing through straight outsourcing and partnership models, to licensed toolkits, business process engineering, change consulting and proprietary technology.

OUTLINE

Established in 1997 as IDCS, the Beyond Outsourcing group now includes Beyond Delivery, Beyond Technology infrastructure & development services, Beyond Managed Services and Beyond Global. A dominant player in the local market, Beyond Outsourcing has started to expand its presence internationally.

BIGGEST PLUS

When Beyond Outsourcing was first established, outsourcing was a fairly new concept in South Africa's business area. However, end-to-end outsourcing & business transformation outsourcing has emerged as an important business trend, one that is set to continue.

BIGGEST CHALLENGE

Although Beyond Outsourcing is poised for further international expansion, particularly into other African countries, finding appropriate distribution channels and suitable partners in each country can be difficult.

THE PEOPLE

Beyond Outsourcing was established by Suzanne Ravenall, who is now the group's CEO. Ravenall has an impressive record: she was nominated as a finalist for the Nedbank Businesswoman of the Year award in 2004, she has received nominations for Ernst & Young's Entrepreneur of the Year Award (2005) and was a runner-up for the Businesswoman of the Year African Investor Awards (2004).

Jacques Linden, CEO of Beyond Delivery, is another key player within the group, along with Ralph Pecker, Director of Global Alliances.

They lead a team of highly skilled individuals who are accountable, tough, responsible and brutally honest. 'Those who survive and thrive in the Beyond Outsourcing environment are individuals who can self manage and are results driven. They are passionate, hard working implementers who do not care for office politics,' Ravenall informs. She describes the company's culture as assertive, fast paced and very demanding. 'We seek out highly motivated individuals who are prepared to go the extra mile in everything they do. Our aim is to delight customers and our people constantly seek to exceed customer expectations,' she says.

Beyond Outsourcing has achieved an impressive degree of transformation within the company, and has turned its attention to supporting empowered suppliers.

The company supports a number of charities through its CSI programme. Key beneficiaries include organisations with a focus on educational upliftment, personal development and HIV/Aids.

SCORECARD

Salaries and benefits

Internal promotional mobility

Education, training and development

Flexible working arrangements, communication and working atmosphere

Corporate social responsibility

Diversity

SOURCE: CBF SA HR BENCHMARK 2006

FACTS & FIGURES

HIV/Aids programme: No recorded incidents of HIV/Aids. The company has an awareness programme that may be extended to providing treatment, should the need arise

Absenteeism and sick leave during the last financial year: 0,587%

Women employees: 36,71%

Women in leadership: 30%

PDIs in leadership: 23,52%

SMMEs established/supported: The company has not established any, but has supported several through its procurement programme

Workplace accidents in the last year: 0,008%

Total number of staff: 274 (full-time)

Annual turnover for 2005: Privately owned. Does not disclose this information



THE BUSINESS

According to Ravenall, spend on business outsourcing is growing phenomenally. Worldwide, expenditure is expected to grow at a compound annual rate of 11%, until 2008.

Beyond Outsourcing is well positioned to take advantage of this growing market. Through its several divisions, the group is able to offer business transformation outsourcing services in a number of areas, including human resources management, customer relationship management, back office management, supply chain management and enterprise asset management. These services are delivered through Beyond Outsourcing's proprietary toolkits.

Ravenall says Beyond Outsourcing is best likened to a Porsche: fast paced, sleek, finely tuned, reliable and constantly seeking higher performance

Since its 2005 restructuring exercise, the group has expanded to include subsidiaries with their own deliverables. Separate businesses have been established to oversee strategic alliances, international operations, management consulting, cross-sales within the group, central administration services and managed services for the Middle East and Africa.

COMPANY CULTURE AND STYLE

Ravenall says Beyond Outsourcing is best likened to a Porsche: fast paced, sleek, finely tuned, reliable and constantly seeking higher performance.

'The company's culture is very strongly rooted in its values,' she adds. These include communication, with Beyond Outsourcing's employees seeking first to understand, then to be understood. 'World class' is a by-word, with quality services exceeding client expectations delivered by quality people. The company places importance on meritocracy with a firm accent on total quality and best practises. Openness, honesty, passion and mutual respect are strongly encouraged, along with values like integrity, commitment, empowerment and equal opportunities for all employees.

HUMAN RESOURCES PRIORITIES

'We aim to recruit the best talent available to us, through effective recruitment and assessment processes, and to train them in the ways of Beyond



All employees who apply for new jobs or promotions undergo internal assessment to establish whether they have the ability to take on a new role. Each of the assessments also provide feedback into the personal development plan and career development plan of the employee.

Beyond Outsourcing has a comprehensive training and development system in place, which ensures that all training programmes are linked to the company's strategic and business context. 'We refer to this as our True Line of Sight,' says Ravenall. This ensures that the company's overall strategy is extrapolated through a balanced scorecard. This, in turn, is drilled down into each department through departmental scorecards, and subsequently linked to individual employees' accountabilities and responsibilities.

New recruits undergo an intensive induction programme, lasting from 10 days to six weeks (depending on their position). In addition, weekly reviews, coaching and managerial support ensure that learning takes place on a daily basis, and not only through formal training programmes. Management training encompasses performance management, industrial relations, effective recruitment and basic managerial skills. All staff have access to a skills training menu, which is grounded in their personal development plan. Furthermore, all Beyond Outsourcing employees have access to an e-learning programme, which is based on Harvard's managerial suite.

'Through this regular and constant interaction, we try to create an environment where employees can voice their thoughts and be heard'

RECRUITMENT Beyond Outsourcing has preferred supplier agreements with up to 40 recruitment agencies, many of which are BEE compliant. 'Because we have service level agreements in place with our suppliers, we're able to monitor performance and effectiveness closely. As a result, they become our partners. Only together are we able to meet the demands of sourcing exceptional talent in the workplace.' The company holds monthly meetings with its recruitment allies, which are attended by Ravenall herself.

Beyond Outsourcing's recruitment process is thorough and intensive; starting with a screening process for potential employees. After an initial interview with a line manager, the individual undergoes a technical assessment. Once the candidate proves they have the technical ability to do the job, a round of behavioural testing follows. If successful, the individual will be granted a second interview with a senior staff member. Candidates for managerial positions

Outsourcing. This puts them in a position where they can exceed customer expectations whilst providing them with a meaningful career. We gauge their performance every step of the way through our talent management framework, ensuring personal growth through a challenging environment and employee participation and reward,' says Ravenall.

The company's retention strategy is based on a strategy of 'attraction and abundance', she continues. 'We understand the importance of holding on to our key staff. We understand also for the generation "y"ers, it's not enough simply to earn a good salary with attractive benefits; they also want sufficient challenges to keep them stimulated, whilst learning and growing.' Beyond Outsourcing's approach hinges on identifying each employee's key skills and utilising them across the company as much as possible. At the same time, Beyond Outsourcing takes care to address wellbeing, so as to ensure employees' lives remain as balanced as possible in a fast growing business.

Performance management is also key. 'Each person has a set of accountabilities, responsibilities, stretch targets, checklists, job descriptions, and competencies. All of which talk back to the strategy and balanced score card of the organisation. The performance outputs are linked to the individual's personal and career development plans, and are formerly reviewed every three months,' Ravenall explains. The results are noted on Beyond Outsourcing's talent management framework, which identifies high potential, high performance employees who could be developed into star players.

SUZANNE RAVENALL, BEYOND OUTSOURCING GROUP CEO

'I'm incredibly passionate about the people here, and I want to stay close to them no matter how big we grow. Our people make this business. If we maintain our excellent communications systems and help people realise they can make a change, this business can only get better.'

WHAT SPECIAL ACCOMPLISHMENTS WERE ACHIEVED BY YOUR STAFF THIS YEAR?

Many staff members recorded achievements, ranging in fields from participating in cycling, surfing and biking challenges to having children – each in their own way have contributed and achieved so much, highlighting one or two people would detract from the accomplishments that all have achieved.

WHAT HAS YOUR COMPANY DONE THIS YEAR TO IMPROVE EMPLOYER/EMPLOYEE RELATIONS?

The implementation of a series of workplace forums has contributed to a number of changes within the organisation. People in the organisation have submitted many valuable ideas, with positive impacts on employees' lives.

WHAT WAS THE MOST INNOVATIVE IDEA OR SUGGESTION BY AN EMPLOYEE THIS YEAR?

Because Beyond Outsourcing fosters an innovative environment, actively encouraging staff members to put forward ideas to improve the business, a number of suggestions have been made to improve the business environment. Each employee has innovation as part of their accountabilities and responsibilities and they are measured on it accordingly each quarter.



workplace forums. These forums address issues facing the company, and aim to help forum members come up with solutions. In addition, various committees within the forums address issues like employment equity, health and safety, and corporate social investment.

Key issues are brought to the management team's attention through 'How are we developing' feedback forms, which are completed by all employees on a monthly basis. Employees are also able to alert management to problems through the Red Flag system, which enables them to flag issues of personal concern.

Monthly meetings are held to discuss issues emerging from 'How are we developing' sessions. Expert lecturers are invited to give talks during these meetings, and star employees are recognised through the company's 'Dazzle Awards' programmes (which gives accolades to individuals caught 'doing something right') as well as the Employee of the Quarter. Employees are also invited to participate in regular Steering Committee meetings. 'Through this regular and constant interaction, we try to create an environment where employees can voice their thoughts and be heard,' Ravenall maintains.

BLACK ECONOMIC EMPOWERMENT

Beyond Outsourcing met its empowerment targets last year, and is currently compiling a new five-year plan, with fresh targets.

The company keeps close watch on areas within the company where empowered skills are scarce, and last year introduced a graduate recruitment programme to increase the number of black women employees, specifically around areas where skills can be scarce. In addition, each manager is expected to meet specific equity targets within their division. These are monitored and reported on monthly.

Much of Beyond Outsourcing's transformation is driven through its preferential procurement strategy, which sees 50% of its spend allocated to BEE suppliers. Ravenall is hoping to increase this figure to 60% within the next year. 'We try to find creative solutions to helping our suppliers become empowered. For example, we'll enter joint ventures with suppliers to help them,' she informs.

Beyond Outsourcing concluded an empowerment deal in February 2006.

CORPORATE SOCIAL INVESTMENT

The company strives for a proactive approach to corporate social investment, providing not only financial assistance but also advice, facilitation and

undergo a management assessment. Finally, the process is reviewed by the head of divisions, during a further interview and an offer is made.

A staff referral system and recruitment agency incentive scheme is also in place, incentivising staff to refer suitable candidates.

SALARIES, BENEFITS AND WORK ENVIRONMENT Salaries at Beyond Outsourcing are market related, and the company often pays above the median in order to secure the best talent. The company offers flexible packages, operating within a broadband salary structure. A portion of salaries for field staff is based on performance, and bonuses are awarded on achievement of stretch targets. A percentage of the shares of each company within the group has been allocated to a trust, with 5% of all dividends declared are shared between staff members. In addition, a vested equity structure is being implemented, reserving shares for staff members at certain levels of the organisation.

Benefits for permanent staff members include a provident fund (including death and disability cover), with the contribution fully paid by the company, and a medical aid subsidy scheme. Beyond Outsourcing has also negotiated preferential rates on vehicles, home loans and finance for staff members.

A number of Employee Assistance Programmes are in place, including access to a 24-hour hotline, manned by ICAS, which addresses issues ranging from stress to financial and legal advice, substance abuse, health matters and family and relationship problems.

A participative work environment is encouraged through Beyond Outsourcing's company workplace, head office workplace and field-based

VUYILE MBATHA, FIELD MARKETING EXECUTIVE

'I've been at Beyond Outsourcing three months, and I've found that the company offers incredible opportunities. Importantly, one is given all the tools required to complete one's tasks and responsibilities. Few other companies offer that level of support.'

YOLANDI GRIESEL, PERFORMANCE MANAGEMENT CONSULTANT

'Beyond Outsourcing is a very dynamic company. It's the perfect environment for someone who values performance and wants to stretch themselves beyond their limits.'

JACQUES DU PLESSIS, HEAD OF IN-FIELD OPERATIONS

'Beyond Outsourcing presents an extremely challenging environment. It's highly motivating. There's constant change, which means that no two days are the same. It really keeps you on your toes.'

KEY PLAYERS

Suzanne Ravenall (group CEO); Jacques Linden (CEO, Beyond Delivery); Ralph Pecker (director, sales); Dean Caro (non-executive director); Annelien Vorster (head of employee lifecycle); Kevin Burley (executive head of performance management); Jacques du Plessis (head of in-field operations); Phillip Roesch (air traffic control).

consultation. Beyond Outsourcing supports charities such as Nkosi's Haven (a shelter for mothers and children suffering from HIV/Aids) for which Ravenall is the patron; and The Digital Partnership – providing refurbished computers to help bridge the digital divide. Other donations are made on an *ad hoc* basis, predominantly to charities that support education, training and personal development, as well as those with a community focus or sustainable and multiplying projects.

INTERNATIONAL STANCE

Beyond Outsourcing's expansion strategy has centred on bedding down a nationwide presence before entering other African countries and, finally, expanding beyond Africa's borders.

The company has successfully met these milestones, having recently secured new local shareholders in Nigeria.

Potential partners have also been found in the United Kingdom. They are eager to open a British branch of the business, which could be up and running by the end of 2006.

THE FUTURE

Beyond Outsourcing is adhering closely to its three-year plan, which places great emphasis on growth and delivery. 'We have a strong, stable business, so it's now about fostering organic growth, and making everyone in the group understand where we are and where we're headed,' Ravenall says. 'Once having met our goals of establishing a presence in Africa and the United Kingdom, it's simply a matter of time before Beyond Outsourcing hits the rest of the world with a licensed product. We predict this will happen in four years' time.'