

SUZANNE RAVENALL



NAME AND SURNAME

Suzanne Ravenall

COMPANY NAME

Beyond Outsourcing Holdings

TYPE OF BUSINESS

Business transformation outsourcing

DESIGNATION

Group chief executive officer

JOB DESCRIPTION

Responsible for the organisation's growth, direction, strategy and delivering on shareholders' requirements.

AGE

37

YEARS OF EXPERIENCE

9 in current position

ACADEMIC QUALIFICATIONS

7 'O' levels from Stratton School, Bedfordshire, England.

FIRST JOB

Hogg Robinson Travel (United Kingdom)

MENTOR

No single mentor but listens to the advice of many different people

BEST MANAGEMENT DECISION

Realising that she could build a business, setting it up and then restructuring it to enter the business transformation outsourcing space

WORST MANAGEMENT DECISION

She has made decisions about staff members that have later turned out to be the wrong choice

The democratic autocrat

**MANAGEMENT STYLE AND QUALITIES**

Ravenall believes that successful leadership is about involving people, not telling them what to do. 'It's important to engage them and encourage them to find their own solutions,' she states. On the other hand, she's ready to take a hard line when it's necessary. 'When people expect you to make a decision, democracy doesn't work.' Ravenall's management style is a blend of democracy and autocracy; a balance she maintains by ensuring that all staff members understand the company's vision and their role in achieving it.

Ravenall herself places great emphasis on transforming vision into reality. She believes that, as a leader, one of her greatest strengths is the fact that she has the ability to envisage a strategy and the operational skills to see that it is implemented.



**BEYOND
OUTSOURCING**

Performance Improvement
Predictable Outcomes

A LIFELONG PASSION

Suzanne Ravenall believes in learning as much as she can from others

TOUGHEST MOMENT

While setting up the company she encountered several challenges; for example, it was difficult to find finance and rented accommodation because she is not a South African national. However, she sees challenges as opportunities

TIME-OUT ACTIVITIES

Pottery, playing with her dogs, holidaying in secluded locations and watching motor sports

FAVOURITE TOY

Her dogs Ben (a Great Dane) and Indie (a collie)

FAMILY SITUATION

Unmarried

IDEAL RETIREMENT DESTINATION

The beach

Another strength is her insistence on leading by example, a credo that ensures that values like transparency and honesty are visibly practised at the upper levels of the organisation. 'We ensure that the organisation's vision, mission and values are alive in people's heads. New employees undergo a thorough induction process, which helps them align their values – including responsibility, accountability and transparency – to those of the organisation,' Ravenall explains. These values are also 'lived' in the organisation through mechanisms like company workplace forums, which are attended by Ravenall herself, and that provide employees with a platform to raise issues that concern them. Further evidence of the company's insistence on transparency is found in its 'open-book' policy. As Ravenall says, 'For us, honesty is a way of life, not merely a set of activities slotted into our general operations.'

Much time has been spent ensuring that employees engage with the company culture, and that 'if you don't get your company culture right, your employees won't be able to serve the clients properly'. Employees, therefore, receive intensive training, with regard to how they are expected to contribute to the organisation and how the company, in turn, supplies tools to make their job easier.

However, Ravenall's focus is not solely inward. 'We've managed to remain market leaders because we continuously forecast marketplace trends for the next three years, and adapt our products and strategies accordingly,' she says.

WORK PHILOSOPHY

Ravenall's tenacity, vigour and passion for her job have remained unchanged in the nine years since the establishment of Beyond Outsourcing. 'But I've mellowed over time. I've learnt from my mistakes and gained a better understanding of what works and what doesn't.'

Much of Ravenall's leadership philosophy is based on the belief that the characteristic that best distinguishes one individual from another is behaviour. She

Beyond Outsourcing has experienced consistent growth since its inception – in 1997, the company had a staff component of seven; today that figure stands at over 250

is therefore eager to learn from behaviours that have proved successful for others: 'I subscribe to many leadership lessons, but particularly like Colin Powell's leadership lessons, which advise leaders to face issues that need to be faced and take responsibility for their jobs.'

MANAGING THE BALANCE

Although Ravenall frequently works a six-day week, she remains undaunted by heavy workloads. 'Your mindset is a choice,' she says. 'It's your decision to become over-

whelmed, or to get things done.' Chaos is the result of poor organisation, she adds. 'I use the resources I have to hand to make things easier; for example, I use outsourcing services to walk my dogs, do my shopping and other chores so that the time I spend with family and friends is quality time. Finding equilibrium isn't just about balancing work and family. You also have to create 'me time' or you become tired and resentful.'

REASON FOR EXCELLENCE

Ravenall's approach to challenges is a proactive one: when devising a strategy, her team considers all possible future stumbling blocks, and then identifies possible solutions. In addition, all balanced score card performances are reviewed formally, monthly and Ravenall is in constant contact with clients, so any potential issues are addressed before they become problems.

Ravenall places great emphasis on teamwork, and is quick to say that while

she may guide the company's direction, it is her staff that implement strategy and deliver results.

Nevertheless, she recognises that her decisions carry huge significance for Beyond Outsourcing. 'The most important decision I've made to date was the company's transformation from a product manufacturing organisation into the sales and operations field,' she says. This transformation has seen Beyond Outsourcing established as a global holdings company

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with several subsidiaries, each operating as separate companies and hence profit centres: Beyond Global, Beyond Delivery, Beyond Managed Services & Beyond Technology Infrastructure & Development Services. While Ravenall recognises these changes as important landmarks, perhaps even a turning point, she observes that the company has never been static. 'Beyond Outsourcing has experienced consistent growth since its inception – in 1997, the company had a staff component of seven; today that figure stands at over 250.'

However, Ravenall does not encourage growth for its own sake; it must be accompanied by excellence. To this end, outputs are constantly measured, and the company looks for ways to implement continuous improvement.

Beyond Outsourcing welcomed Unipalm as its BEE partner in February 2006. Ravenall admits that finding the right partner took longer than expected, because she was intent on partnering with an organisation with the right culture and

qualities; one that would add value to Beyond Outsourcing. The wait was worthwhile: 'We're confident that we've created the ultimate win/win relationship,' she asserts.

Beyond Outsourcing has established a committee to oversee and manage corporate social investment activities. While employee involvement on an individual level is encouraged, the company supports charities with a focus on HIV/Aids, homeless and abandoned children and cerebral palsy. Ravenall is also the Patron of Nkosi's Haven.

Beyond Outsourcing is a non-listed company and is therefore not obliged to adopt the King II regulations. However, it has done so, and conducts a regular gap analysis in an effort to improve corporate governance. The company has also received ISO 9000 accreditation many years previously and has successfully maintained this.

LOOKING FORWARD

Having positioned itself as the lead player in the business transformation outsourcing

international expansion is an integral part of this strategy. Ravenall acknowledges that certain challenges are inevitable as the company moves to establish a presence beyond South Africa's borders, but contingency plans are in place. 'We realise that we will be operating in uncharted territory. As such, we prefer to enter new countries by partnering with established operators, rather than going it alone. It may not be easy, but we'll deal with issues slowly and as they arise.'

Its restructuring complete, Beyond Outsourcing is now ready to enter the international arena

space, Beyond Outsourcing is now concentrating on what the future holds, specifically, the next three years. 'Our current three-year plan hinges on growth, forging strategic alliances and partners, who will help us extrapolate further growth both locally and internationally, as well as building the bench strength of our managers and getting our staff more engaged', Ravenall reveals. The better the strength of the manager and the more engaged the employee, the better the service to the customer.

A second challenge is that of finding the right leadership to head international operations. Beyond Outsourcing has implemented a comprehensive talent management framework, which will play an important role in growing and developing talent from within the organisation. At the same time, the company is repatriating South Africans who have worked abroad, and whose exposure to international business contexts will serve them well heading Beyond Outsourcing's new operations. 'Our challenge in this area centres on

developing our staff swiftly, but not so rapidly that they are inadequately prepared to do their jobs,' Ravenall observes.

On the home front, the company's current focus is the acquisition of companies that will bolster operations in all business units. The programme started with the acquisition of Linden Consulting in December 2005, a transaction that Ravenall describes as highly successful, and the organisation is currently negotiating similar transactions with several other companies in the technology and training fields.

'The new structure of the organisation lays a foundation for a more structured working environment, which empowers employees and gives more business units more responsibility for delivering.

'Ultimately, we need to ensure that growth is managed in a controlled fashion,' Ravenall continues. 'We need to make sure that our people and processes are aligned with our growth.' Not that she foresees a problem in this regard - 'after all, this philosophy is part of our functioning.'

JACQUES LINDEN, CHIEF EXECUTIVE OFFICER, BEYOND DELIVERY

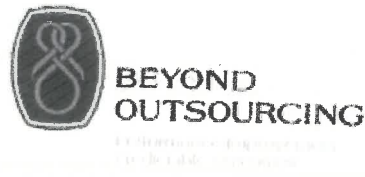
'Suzanne's management style has created an atmosphere of understanding, clarity and purpose. Every individual understands their role in the organisation and they're committed to taking responsibility for what they need to do. I believe that's the secret to success.'

NOEGH CORNELIUS, ACCOUNTS MANAGER

'Suzanne leads from the front. She doesn't ask people to do things she has to do herself. She has performed every task within the organisation herself. She not only knows exactly what each job requires; she's also able to give people the support they need. This makes her an inspirational leader.'

ANNELIAN VORSTER, HEAD OF EMPLOYEE LIFECYCLE

'Suzanne has exceptional drive - it's probably her greatest strength as a manager. She rubs off on other people, and she's able to take a team and move everyone in the same direction. She has a tremendous ability to help people focus their own energies.'



COMPANY PROFILE

INTERNATIONAL ACHIEVEMENTS

With its restructuring complete, Beyond Outsourcing is now ready to enter the international arena. The company's first priority is to establish a greater national presence, Ravenall says. It will then look to other African countries; topping the list, however, is Nigeria. 'We realise that as a large and diverse country, Nigeria's market will be the most challenging one for us to enter. That's why we want to go there first.'

Ravenall would also like to see Beyond Outsourcing gain a foothold in the United Kingdom. 'We'll branch into any country where we perceive opportunity.' Her prime concern is recruiting talent with 'certain behaviours - people who can think, challenge, execute well, that possess good leadership and management skills and place the organisation at the same level as other priorities in their lives.' She laments the fact that such qualities are rare, which is why one of Beyond Outsourcing's strategies has been the route of repatriating skilled South Africans.

These individuals will benefit significantly from Beyond Outsourcing's alliances with existing companies in the field - as Ravenall has said, it makes sense for the company to leverage off the experience and expertise of established players.

LOCAL COMPETITIVE BUSINESS ENVIRONMENT

When Beyond Outsourcing was established in 1997 as IDCS, a company that built generic and scalable proprietary software and processes, for the purposes of operations execution it was the only operator in this outsourcing arena. At the time, South African companies were largely unfamiliar with outsourcing, but Ravenall had identified the need for a company that provided the services others needed to fill the gap between strategy and implementation. 'Our idea was to provide generic, scalable tools that could be easily adapted to suit a company's specific needs,' she explains. IDCS focused on five areas - field services, back-office administration, product and skills training, human resources and labour-brokering - and functioned as a 'delivery engine'.

Ravenall's forward-thinking paid dividends. By the time other players had entered the field, IDCS had established

itself as the market leader and was ready to move on. IDCS underwent an intensive restructuring exercise in 2005 and emerged as Beyond Outsourcing, a company operating in the business transformation outsourcing space, which provides toolkits for human resources management, customer relationship management, back office management, supply chain management and enterprise asset management. The organisation now comprises Beyond Outsourcing as a group holdings company, (Beyond Outsourcing Global Holdings) as well as a number of subsidiaries.

'At present, there are no other players in this field,' says Ravenall - but she realises that the landscape is likely to change. 'That's why we review our strategy and compile three-year plans; it's an approach that ensures we can maintain our three-year lead,' she explains.

The acquisition of companies, which will bolster Beyond Outsourcing's performance in key areas, is a key part of its long-term plans. In addition, the company is concentrating on the creation of boxed products that will cater to future business needs, Ravenall says, likening this process of predicting the future of business and providing appropriate tools to playing the futures market.

BEYOND OUTSOURCING HOLDINGS

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BEYOND OUTSOURCING

Performance Improvement
- Predictable Outcomes™

Beyond Outsourcing was founded by Suzanne Ravenall in 1997. Ravenall realized that many companies boasted strategic minds, but did not possess the capacity or skills required to execute their ideas. This could be overcome by outsourcing execution and implementation to Beyond Outsourcing.

Beyond Outsourcing Global Holdings

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OUTLINE

Beyond Outsourcing follows a well-defined growth strategy which began with becoming entrenched in South Africa before expanding beyond the country's borders. This expansion has recently commenced with its current roll-out into Nigeria. The company's focus lies in sustainable growth while maintaining the quality of services on offer and following a policy of continuous improvement through its Total Quality Management System.

BIGGEST PLUS

As a pioneer of South Africa's Transformational Outsourcing industry, Beyond Outsourcing has consistently been ahead of other players, particularly in terms of its product offering. Moreover, the organisation's nimble structure ensures it adapts easily to clients' changing needs.

BIGGEST MINUS

The concept of Transformational Outsourcing is still relatively new, and consequently not well understood in South Africa. Companies need to improve their processes for defining clear deliverables and working together to achieve objectives for the concept to be successful.

THE BUSINESS

Beyond Outsourcing is a leader in Transformational Outsourcing in South Africa which, working with clients, is designed 'to facilitate rapid organisational change, to launch new strategies and to reshape company boundaries. In doing so, they are engaging in transformational outsourcing: partnering with another company to achieve a rapid, substantial and sustainable improvement in enterprise-level performance'

The success of the company is grounded in world-class generic, scalable toolkits developed for operational execution of the client's strategy and plans. To this end, Beyond Outsourcing has, over the past ten years, formulated 'how to operate' toolkits comprising generic processes, people behaviours and appropriate supportive technology, which can be adapted to suit companies in any industry sector.

Beyond Outsourcing adheres to a policy of continuous improvement: staff are encouraged to examine their actions and identify how they could do better next time

Most importantly, every single process utilised by Beyond Outsourcing is ISO 9001/2000 certified and is maintained through a robust Total Quality Management System, audited externally by ISO international auditors twice a year.

These toolkits then become the basis through which Beyond Outsourcing operates solutions which span the whole value chain of a client's business, from customer relationship management solutions, such as retailer to consumer sales and service solutions; product manufac-

FACTS AND FIGURES

- Total number of staff employed (full-time): 274
- Annual turnover in rands for 2006: Privately owned company
- Industry sector: Cyclical services and business support services
- Black employees: 47,8%
- Black executive (senior) management: 25%
- Women employees: 42,08%
- Women executive (senior) management: 16%
- PDIs in management: 29,6%
- SMMEs established/supported: Beyond Outsourcing has supported several SMMEs through its procurement programme
- Workplace accidents: 1,5%
- Employees enrolled on an HIV and Aids programme: Beyond Outsourcing's HIV and Aids programme includes awareness, counselling and the provision of anti-retrovirals through its employee wellbeing partners.

turer/provider to retailer services, such as performance management and full back office management solutions; internal services as broad as HRM academies, or specific services such as payroll management; and new services, such as supply chain management and enterprise asset management.

HUMAN RESOURCES PRIORITIES

According to Ravenall, Beyond Outsourcing prides itself on being renowned for providing staff with excellent training facilities. 'The company is extremely fast-paced, so staff must be able to learn quickly. We strive to give our people a solid grounding. However, it also means that there are plenty of opportunities within the

company for people who are made of the right stuff, and who exhibit the right behaviours – important, because we believe that the essence of success comes from within,' Ravenall notes.

She explains that employees' development starts from the instant they enter Beyond Outsourcing, with an assessment conducted to ensure there is alignment between their behaviour and that of the organisation. The results of this assessment are then plotted on a personal development plan, which serves as a 'life document', outlining not only what individuals want out of their careers, but also what they hope to achieve after hours.

The company is process-driven, detail-oriented and fast-paced, and tends to attract people who are accountable to themselves, and who value responsibility

All new employees embark on an induction programme lasting from nine days to six weeks, depending on their position within the company. 'Our aim at this time is to bring out the best in people, to invite them to participate actively in the organisation and address real challenges,' Ravenall maintains.

Employees are formally appraised every three months, at which times their KPAs (key performance areas), competencies and stretch targets are reviewed, along with their personal development plans.

Training programmes are hosted throughout the year, and are formally assessed in order to ascertain their impact on the organisation. 'All

training interventions are linked to the organisation's calendar, so that we can be sure we are addressing the organisation's needs appropriately,' Ravenall says. Programmes are structured so that they are outcomes-based, resulting in visible change for the company, and 80% of learning is practical, rather than theory-based.

Beyond Outsourcing's comprehensive performance management programme plays a key role in retaining staff, and the progress of each employee is plotted on a Talent Management Framework which allows the company to instantly identify high-flyers ripe for development, as well as under-performers. The company's packages and recognition schemes – such as the Dazzle Awards programme and the CEO's Awards – also form part of its retention strategy.

Beyond Outsourcing adheres to a policy of continuous improvement: staff are encouraged to examine their actions and identify how they could do better next time. This policy applies equally to the company itself: employees fill in 'How are we developing' feedback forms monthly, and issues arising from these forms are discussed in monthly company meetings. Issues requiring immediate attention can be flagged.

Such ongoing communication is vital in an organisation where change is part of the way things are done. 'We are constantly transforming,' notes Ravenall – and this means that the company must be geared for inconsistency. 'We're aware, however, that there is always room for improvement, so we try to incorporate learnings from previous change interventions as we go along.'

SALARIES, BENEFITS AND WORK ENVIRONMENT

Beyond Outsourcing's packages are market related and above the median. A formal remuneration policy is in place to ensure that packages are attractive and competitive, with benefits including a cell phone allowance, provident fund, retirement, death in service, disability and re-trenchment cover, medical aid and an Employee Assistance Programme managed by ICAS, which is open to employees and their families. A portion of field workers' pay is commission based, with bonuses awarded on achievement of stretch targets, and salaries can be flexibly planned within a broad band salary structure. On the cards for this year: a percentage of shares from each company within the Beyond Outsourcing group is to be allocated to a trust, with 5% of dividends shared between employees.

Beyond Outsourcing has also recently introduced flexible work hours for certain members of the organisation.

Ravenall says that because the company is process-driven, detail-oriented and fast-paced, it tends to attract people who are accountable to themselves and who value responsibility. Beyond Outsourcing leverages on this point by probing ethics and value systems during interviews, and nurtures values by discussing them during company meetings.

BLACK ECONOMIC EMPOWERMENT

Having recently sold a 25% share of its managed services business, Beyond Outsourcing has earned an A-rating from EmpowerDEX.

Transformation within the company is guided by

QUOTE FROM THE CEO

'At Beyond Outsourcing, we don't do anything unless we have the people to implement it – and the right people, at that. We want great people, not average. And great doesn't just mean brilliant; greatness comes from the right behaviour, from wanting to make something of yourself and to do well.'

– Suzanne Ravenall, Chief Executive Officer

What special accomplishments were achieved by your staff this year?

Beyond Outsourcing's staff accomplish 'great things' every day in the course of their jobs; 'there's a high level of personal greatness here,' says Ravenall.

What has your company done this past year to improve employee relations?

The implementation of flexible hours for those who struggle with conventional office hours has been particularly well received.

What was the most innovative idea/suggestion by an employee this year?

Innovation is entrenched in Beyond Outsourcing's culture, as Innovation is a standard key performance area for each employee.

a charter which outlines goals for skills enhancement, representative shareholding and development of disadvantaged communities. 'At present, designated groups account for 29,62% of management across the company, and 22,2% at board and executive level. Our aim is to increase that figure to 65% by 2010,' Ravenall informs.

In the meantime, Beyond Outsourcing has implemented two crucial initiatives to boost transformation. The first is a graduate programme, specifically targeted at black women, which Ravenall explains was formed as a result of the company's realisation that specific technical skills are

not only hard to find among black employees, but among women, too. A concerted recruitment drive has proved extremely successful, and will be implemented again next year.

Beyond Outsourcing is growing according to a clearly defined strategy which centres on improving effectiveness and maintaining operations at a speed which does not compromise the organisation's ability to perform

Second, Beyond Outsourcing places great emphasis on procurement, with almost 80% of procurement spend allocated to empowered suppliers. The company has also facilitated a number of joint ventures, with the aim of helping suppliers become compliant.

CORPORATE SOCIAL INVESTMENT

CSI initiatives take the form of donations and contributions as well as advice, consultation and facilitation, with a bias towards projects that are accountable and sustainable. A dedicated social responsibility manager has been appointed, and heads the Social Responsibility Committee. Their task is to select and identify projects to be supported, with a distinct bias on programmes promoting infrastructure development; education and training; personal development and HIV and Aids. 'We have decided to focus on fewer, but larger projects that have a direct impact on communities,' Ravenall informs. The HIV organisation, Nkosi's Haven, of which Ravenall is patron, is a case in point.

INTERNATIONAL STANCE

With Beyond Outsourcing's expansion into Ni-

geria complete, the organisation is content to consolidate before embarking on further international moves. 'Our intention is not to establish outlets worldwide; certainly not beyond Africa. However, we will cement our international presence by licensing our toolkits/packages, which we aim to distribute globally,' says Ravenall.

THE FUTURE

Ravenall states that Beyond Outsourcing is growing according to a clearly defined strategy which centres on improving effectiveness and maintaining operations at a speed which does not compromise the organisation's ability to perform. 'We need to ensure these elements remain in balance,' she observes.

The next big step for Beyond Outsourcing entails the rollout of licensed multimedia packages, which enables the company to offer its products to a broader audience. 'We have just started investigating this possibility, and it will probably start in earnest within the next two years,' she concludes.

THE PEOPLE

Beyond Outsourcing's founder Suzanne Ravenall, is the organisation's group chief executive officer. Ravenall has won a number of awards recognising her flair for innovation and management excellence: in 2006, she was one of six female nominees for National Business Leader, while the previous year saw her receive nominations for the Ernst & Young Entrepreneur of the Year Award and the African Investor Award.

Other key players include deputy Group CEO and CEO of Beyond Delivery, Jacques Linden.

Recruitment follows a four-prong strategy, with Beyond Outsourcing making use of preferred suppliers, incentivised referrals, direct recruitment (where the company conducts its own advertising and screening of applications) and indirect recruitment (where an external company is appointed to conduct screening).

The people who flourish at Beyond Outsourcing are accountable, and value ownership and responsibility – 'brutal honesty' is a phrase Ravenall uses often. 'The people who succeed here want to give, to learn and to grow. They're eager to make something of themselves and get better at what they do,' she says.

COMPANY CULTURE AND STYLE

Ravenall likens Beyond Outsourcing to a Porsche, as both are associated with speed, performance and, ultimately, quality. 'Beyond Outsourcing offers a tough and challenging workplace, but it's rewarding for people who enjoy pushing themselves.'

Executive Committee

Suzanne Ravenall – Group CEO

Jacques Linden – Deputy Group CEO

Brett Cousins – Executive Head of Business Development

EMPLOYEE QUOTES

'In the four years I've worked at Beyond Outsourcing, what's struck me as most outstanding is the consistent personal development, growth and learning.'

– Diana Royston

Brand, PR and marketing coordinator

'Beyond Outsourcing offers a stimulating, motivating environment. The company gives all the tools, knowledge and training you need to do your job, and has one of the best growth and development programmes available.'

– David Singh

Senior regional manager

'Beyond Outsourcing and its Board have developed a great niche in the market, exploited over the last two years, to the extent that every day begins with an adventure and ends with a triumph. What Beyond Outsourcing has created within is a gift that cannot be learnt or experienced anywhere else. They have the knack to stretch you to the limit and then take you further ... it's exhilarating.'

– Brett Cousins

Executive head, business development

Christoff Eilerd – Head of Information Technology

Rian van Jaarsveld – Head of Outsourcing Operations

Mark Robinson – Head of Back Office Operations

Annelien Vorster – Head of Back Office Financial Services