

# TOP PERFORMING

## COMPANIES 2009 INCORPORATING THE PUBLIC SECTOR

CONSULTING, STRATEGISING,  
OUTSOURCING AND OTHER  
NEW WAYS OF DOING  
BUSINESS

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THE SUCCESS  
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### ALSO INSIDE

**Over 1 500 Companies listed**

- Major corporates
- SMME's and government departments

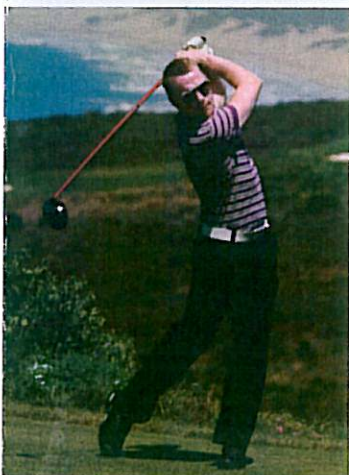
**Colluding is Criminal**  
by Ann Crotty

### Pinnacle Point

- Top performing products for top performing people
- Ronan Keating tee's off

### ◀ The National Business Awards

- A glittering business and social event
- Suzanne Ravenall: Award winner



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# SUZANNE RAVENALL

Group Chief Executive Officer of Beyond Outsourcing Group Holdings

**TPC: Do most of us properly understand what is meant by 'outsourcing'?**

**Ravenall:** Outsourcing involves the transfer of either the management or the day-to-day execution of an entire business function to an external service provider. The client organisation and the supplier enter into a contractual agreement that defines the transferred services. Under the agreement the supplier acquires the means of production in the form of a transfer of people, assets and other resources from the client. The client agrees to procure the services from the supplier for the term of the contract. Business segments typically outsourced include information technology, human resources, back office management, payroll, enterprise asset management, supply chain management and field servicing. With increasing globalisation there is evidence of the increasing presence of outsourcing companies. The globalisa-

tion of outsourcing operating models has resulted in new terms such as near shoring, no shoring, and right shoring that reflect the changing mix of locations.

**TPC: Why outsource?**

**Ravenall:** Organisations that outsource are seeking to realise benefits or address just some of the following issues: cost savings, cost restructuring, improve quality, operational expertise, capacity management, catalyst for change, reduce time to market, risk management, time zone, customer pressure, focus and core competency.

**TPC: It sounds like quite a radical step to take. Outsourcing is presumably going to transform the nature of the enterprise.**

**Ravenall:** The decision to outsource is taken at a strategic level and normally requires board approval. Outsourcing is the divestiture of a business function involving the transfer of people and assets to the supplier. The process begins with the client identifying what is to be outsourced and building a business case to justify the decision. Only once a high level business case has been established for the scope of services will a search begin to choose an outsourcing partner.

The transformation is the execution of a set of projects to implement the service level agreement (SLA), to reduce the total cost of ownership (TCO) or to implement new services. Emphasis is on 'standardisation' and 'centralisation'.

Business transformation is a key executive management initiative that attempts to align people, process and technology initiatives of a company more closely with its business strategy and vision to support and help innovate new business strategies. Business transformation is achieved through efforts from alignment of people, process and


technology strategies towards a strategic end-state.

Business transformation can be achieved through new technology, business models and management practices. Business transformation is now considered an essential part of the competitive business cycle.

**TPC: How does an outsourcing company protect its intellectual property and its proprietary processes?**

**Ravenall:** At the heart of every outsourcing deal is a contractual agreement that defines how the client and the supplier will work together. This is a legally binding document and is core to the governance of the relationship. There are three significant dates that each party signs up to: the contract signature date, the effective date when the contract terms become active and a service commencement date when the supplier will take over the services.

**TPC: What are your corporate values?**

**Ravenall:** We have several corporate values, of which one of them are "Quality Services and Best Practice". We consistently meet our stakeholder's expectations through our people's desire to deliver customer service excellence which is continuously improved. We take into consideration customers' concerns and comments, respond vigorously to change, and build strong lasting relationships that naturally establish trust. We are committed to the management and improvement of our ISO 9000 Quality Management System. All of our people are committed to the continuous improvement of our unique process toolkits and management systems, all of which enable Beyond Outsourcing and our customers to increase their operational effectiveness. 



# BEYOND OUTSOURCING


Performance Improvement

COMPANY	BEYOND OUTSOURCING GLOBAL HOLDINGS (PTY) LTD
SEGMENT	TERTIARY
INDUSTRY LISTING	CYCLICAL SERVICES/SUPPORT SERVICES/BUSINESS SUPPORT SERVICES

## VALUE PROPOSITION

In 1997, the founder and Group Chief Executive Officer of Beyond Outsourcing saw a gap in the market to assist companies by engaging in the provision of outsourced operations execution utilising standardised proprietary toolkits, enforcing measurement and delivery of the complete operational process through strategic alliance models with clients.

Today the company operates across the business transformation and performance improvement space by providing outsourced operations, labour managed services and training and development services.

Beyond Outsourcing is a proudly South African company with over 10 years of successfully delivering business performance results with its customers. 

## FAST FACTS

**(1)**. Founded in 1997 **(2)**. A private company  
**(3)**. Founded by Suzanne Ravenall **(4)**. Employs in excess of 300 staff **(5)**. Successfully delivers business performance improvement results

## COMPANY INFORMATION

### STATISTICS/ DEMOGRAPHICS/ HISTORY

**Year founded:** 1997  
**Founding members:** Suzanne Ravenall  
**Employees:** 300  
**Branches:** Head Office in Johannesburg

### BUSINESS & FINANCE

**Financial year-end:** September  
**Holding company:** Beyond Outsourcing Global Holdings (Pty) Ltd  
**Bank:** Standard Bank  
**Auditors:** Equifin  
**Current customer base:** Blue-chip companies

### NATURE OF BUSINESS

**Activity:** Provides singular service offerings or full performance improvement solutions. Beyond Delivery (programme management, management consulting, business process reengineering, change management); Beyond Technology (infrastructure and development services); Beyond Managed Services (outsourcing, co-sourcing); Labour Managed Services and Training and Development

### CONTRACTS & AWARDS

**ISO rating:** ISO 9000 : 2001  
**Recent awards:** Microsoft Gold Partner Certified; Best Companies to work for 2003/04/05/06/07/08; Leading Managers 2004/05/06/07; one of the 15 Top Leading Business Women Entrepreneurs in the World 2007  
**Joint ventures:** Phillips Consulting - Nigeria

### TRAINING & CSI

**Training programmes:** Upliftment of employee capability and ability through the Beyond Outsourcing University; quarterly formal performance reviews; personal development plans; talent management frameworks; intensive staff induction programmes  
**Empowerment initiatives:** Implementation of a 12-month graduate recruitment programme in 2006 aimed at black females  
**CSI initiatives:** Partners with several beneficiary programmes aimed at children, HIV and education

### EMPOWERMENT STATUS

**Black Empowerment Level:**  
shareholding: 25.1%-50% / executive directors:  
5%-25% / non-executive directors: 5%-25% / total staff: 25.1%-50%  
**Empowerment rating:** Level 4 Contributor



**SUZANNE RAVENALL**  
GROUP CHIEF EXECUTIVE OFFICER

## CONTACT INFORMATION

**Group CEO:** Suzanne Ravenall  
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**Non-Executive Director:** Leonard Fine  
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## 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



**BEYOND  
OUTSOURCING**

Performance Improvement -  
Predictable Outcomes™

Call us on +27 11 258-7200, e-mail: [info@beyondoutsourcing.com](mailto:info@beyondoutsourcing.com) or visit [www.beyondoutsourcing.com](http://www.beyondoutsourcing.com)