



Impact Sourcing Definition

Impact Sourcing (IS) is a business process service delivery model that provides employment opportunities to previously unemployed youth who have not been meaningfully engaged in the formal economy



Impact Sourcing Worker Characteristics

- First time job seekers, unemployed youth
- Economically disadvantaged; located in low income areas or areas with limited opportunities
- Socially disadvantaged; minority groups (cultural, ethnic, regional, religious)
- Differently-abled or diagnosed with health-related disadvantages limiting their opportunities to find formal employment

Business Case: Impact Sourcing in South Africa



access to a large, untapped talent pool



Performance comparable with traditional workers



Stable workforce



Cost savings compared to traditional workers



Competitive advantage for business in South Africa



Social impact

Coracall Uses Impact Sourcing To Access an Alternative High-Potential Talent Pool

Coracall recognizes the value of IS workers in expanding talent supply for the offshore BPO market and has been hiring IS workers both intentionally and unintentionally

The Backstory

Coracall identified impact sourcing as a means to gain access to an alternative talent pool in South Africa to expand talent pool availability, especially for the contact center services market. The company has been hiring IS workers for several years. While IS worker hiring was initially unintentional, Coracall has since recognized the value of IS workers, and has established a robust impact sourcing practice for intentional hiring of IS workers with the help of training academies.

Coracall believes that impact sourcing not only offers a strong business case for the company, but is also required to expand talent supply for offshore BPO market.

Focus on Intentional Impact Sourcing

Coracall wanted to expand the scale of IS workers for several reasons. The company wanted to contribute to the development of the unemployed youth in the country. Furthermore, empirical evidence from Coracall's unintentional IS hiring convinced them that IS workers are able to perform well in a contact center environment. Finally, impact sourcing enabled Coracall to access to a large alternative talent pool, proving itself to be a win-win proposition.

Coracall engaged Harambee, a specialist training academy that helps employers in identifying and training of IS workers. Coracall has been hiring IS workers from Harambee in monthly batches to ensure smooth assimilation into its operations at entry-level positions.

IS workers hired by the company over the last few years now constitute 15-20% of its workforce. This number is even higher when unintentionally hired IS workers are taken into account.

"We have observed up to 4x difference in attrition among IS workers and regular workers. A regular employee normally leaves after ~3 months, whereas an IS worker typically stays with us for ~12 months"

"We have been hiring IS workers for a long time now and they have stuck around and grown with us. Today, many of them are leading their own teams and managing campaigns for our clients."

IS Workers Add Value to the Organization

Coracall believes that Harambee's training curriculum, especially the behavioral training, equips IS workers with the skills required to work in the BPO industry. There is a noticeable difference among trained IS workers in their approach to Coracall and its clients, which is reflected in their performance.

Highlights of Coracall's experience with IS workers:

- Similar speed to competence and performance as traditional workers
- High client satisfaction
- Strict adherence to schedule and timeliness
- High commitment and motivation levels
- Significantly lower attrition

Over the last few years, Coracall has seen **multiple instances of IS workers progressing within the company to take up senior roles** (e.g., team lead, QA lead). The company believes that these candidates have the requisite skills and capabilities to not only perform at entry levels, but deliver at senior positions as well.

In addition, impact sourcing has helped Coracall improve its brand positioning among both clients and prospective employees.

Exploring Avenues to Further Expand IS Adoption

Convinced of the value delivered by IS workers, Coracall is exploring ways to further expand the scale of IS adoption.

While the company plans to continue hiring IS workers from job readiness training programs, it is assessing the feasibility of setting up a learnership model, either directly or with the help of a training academy.

About Coracall

Headquartered in Durban, South Africa, Coracall offers outbound contact center services, with a focus on outbound sales campaigns. The company employs ~400 FTEs and serves clients across South Africa, UK, and Australia.

About This Joint Project between Everest Group and The Rockefeller Foundation

The Rockefeller Foundation has funded Everest Group to refresh the business case for impact sourcing originally created by Everest Group in 2014. The refresh is focused on South Africa but the elements are applicable globally. The assessment includes fact-based substantiation of the business case for the IS model to accelerate adoption of impact sourcing. Everest Group is also creating case studies to raise awareness of IS in enterprise buyer and BPO communities. Increase in IS adoption is expected to create employment opportunities for currently unemployed, but high potential youth, improving their lives and the lives of their families and communities.

About The Rockefeller Foundation

For more than 100 years, The Rockefeller Foundation's mission has been to promote the well-being of humanity throughout the world. Today, The Rockefeller Foundation pursues this mission through dual goals: advancing inclusive economies that expand opportunities for more broadly shared prosperity, and building resilience by helping people, communities and institutions prepare for, withstand, and emerge stronger from acute shocks and chronic stresses.

About Everest Group

Everest Group is an advisor to business leaders on the next generation of global services with a worldwide reputation for helping Global 1000 firms dramatically improve their performance by optimizing their back- and middle-office business services. With a fact-based approach driving outcomes, Everest Group counsels organizations with complex challenges related to the use and delivery of global services in their pursuits to balance short-term needs with long-term goals. Through its practical consulting, original research and industry resource services, Everest Group helps clients maximize value from delivery strategies, talent and sourcing models, technologies and management approaches. Established in 1991, Everest Group serves users of global services, providers of services, country organizations and private equity firms, in six continents across all industry categories. For more information, please visit www.everestgrp.com.