



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

WNS Sets Up a BPO Learning Academy to Promote Skills Development in South Africa

WNS provides specialized training and development for the specific skills requirements of the South African Business Process Outsourcing (BPO) industry through Ucademy, a focused skills development initiative.

The Backstory

WNS established a dedicated BPO learning academy, called Ucademy, to provide learners with world-class training and development on the specific skills required in the BPO industry. Ucademy will have a presence in Cape Town, Centurion, Durban and Port Elizabeth.

Ucademy focuses on multiple aspects of skills development:

1. Preparing talent for entry-level employment opportunities
2. Supporting career development and providing leadership development training
3. Supporting industry-specific skills development by engaging college/university students in internship programmes

The focus of this case study is the company's initiative to train individuals for entry-level opportunities in the BPO industry, which is closely aligned with the definition of impact sourcing.

A Focused Skill Development Initiative

The company established Ucademy to prepare individuals for entry-level employment opportunities and help induce fresh talent into the industry. WNS is confident that the rapidly growing BPO industry in South Africa will generate a strong demand for quality talent.

WNS also strongly believes that its skills development initiative can support training for the large percentage of unemployed youth in the country and make them employment-ready. Many of these candidates are first-time job seekers and qualify as impact sourcing workers by definition.

For this purpose, the learning academy will offer a 12-month learnership program to first-time job seekers and provide training on skills required for the BPO industry (both technical and soft skills). Following completion of the program, these individuals can be hired by WNS or other companies in the BPO industry.

“There are a large number of unemployed youth who have the potential to deliver, but do not get the opportunity to do so. There is a need to bring these people into the system. Impact sourcing is a win-win solution, they need jobs and we need more talent”

“We want to ensure that learners not only have an opportunity to receive a qualification but that they are well hosted and supported in a true learning environment that facilitates skills transfer and application of learning ”

“We are yet to measure performance of these workers but we have seen some encouraging signs in terms of their behavior, commitment, timeliness, and motivation level”

The pilot project is currently underway to employ 25 learners on the Contact Centre NQF 4¹ level qualification. The strategy is for Ucademy to design and run a pilot qualification and workplace integration program within WNS operations.

Learnerships that are run in isolation of a strong organizational learning culture do not address the full spectrum of learning and performance needs. Learning support systems, dedicated coaching for skills application and career support are essential to yield the purposeful and sustainable careers that WNS aims to nurture for those entering the BPO industry.

On completion of the successful launch of the pilot project, WNS’ strategy is to commence with Phase 2 of the BPO learnership qualifications, which will roll out to 120 individuals. These learnerships will be offered across a range of levels of study, which will provide a cascade of career opportunities within the organization from entry-level to team leader level. It is key to note that by developing the level above the entry-level learner, learning support to facilitate successful qualification completion, individual and organizational performance, as well as career advancement is ensured. Therefore, learning at WNS is an organization-wide effort.

Although the program is still in its early stages, the initial feedback received is positively encouraging. Going forward, performance will be measured on key parameters such as, ability to learn, adherence to schedule, timeliness, behavior, commitment, motivation and academic progress. This will enable an effective measurement of impact and glean critical lessons to be applied for the success of the broader roll out in early 2017. The goal is to engage the first cohort of graduating learners in supporting the success of the second. In this way the culture of leading learning can become intrinsic across the organization.

WNS believes that this initiative will contribute to development of the BPO industry in South Africa by:

- Introducing fresh talent into the industry
- Helping to meet the incremental demand to support business and industry growth

The company is committed to the successful implementation of the program, which is reflected in its focused recruitment of targeted learners to complete the learnership within its domestic BPO operations.

Positive Outlook

WNS is enthusiastic about the training initiative and believes that it is a win-win proposition for both the company and the learners. The company is confident that the initiative will support creation of additional employment opportunities and help grow the BPO industry in South Africa.

1: NQF 4 is National Qualifications Framework 4 is level 4 that corresponds to high school grade 12 (National School Certificate) in South Africa

About WNS

WNS is a global business process management company with headquarters in Mumbai, India. The company employs ~32,000 professionals and has 42 delivery locations across the globe. The company serves clients across industry verticals including travel, banking, financial services and insurance.

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.