



Case Study at a Glance

A leading call center in South Africa overcomes its talent shortage by setting up a training organization to provide skilled labor from an alternative talent pool

A Measured Approach Produces Strong Results

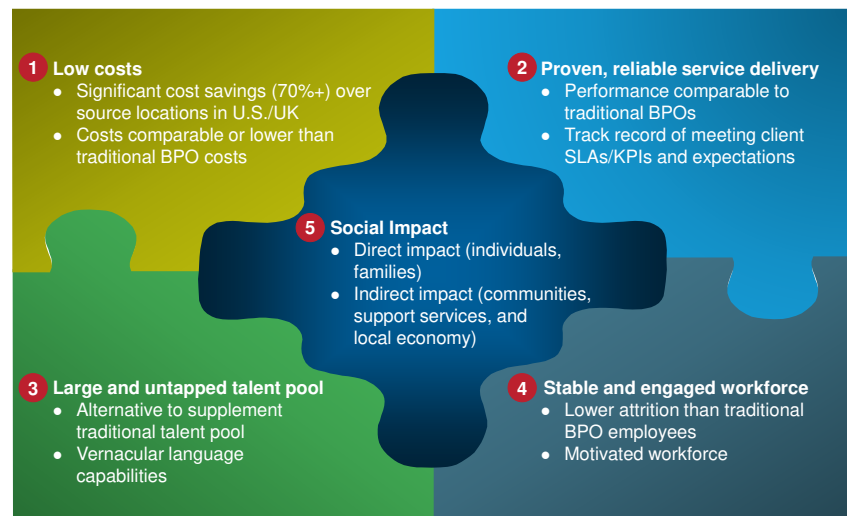
CCI Group Establishes a Training Organization to Meet Its Own – and BPO Industry’s Needs

Introduction to Impact Sourcing

Impact Sourcing (IS) is a business process service delivery model that provides quality and cost at parity with traditional BPO services, but with optimized enhancements such as:

- A qualified, trained, untapped talent pool with skillsets aligned to match client needs,
- Lower attrition rates and higher corresponding levels of employee engagement, and
- Opportunities to fulfil corporate social responsibility and diversity objectives while operating within a traditional BPO framework

Value Proposition of Impact Sourcing



This document highlights several elements of impact sourcing value proposition, such as **access to large, untapped talent pool, stable and engaged workforce, and social impact.**

The Backstory

CCI Call Centres, one of the largest and longest established contact center outsourcers in South Africa, faced a shortage of skilled individuals for its export services, a common phenomenon in South African BPO industry. To address this skill gap, and overcome its talent supply constraint, **CCI group of companies (the parent company of CCI Call Centres) established Careerbox in 2013, with an aim to train talented individuals hailing from disadvantaged communities in South Africa.**

Envisioning the Talent Model

CCI Call Centres conducted an internal study to identify the key reasons for BPO talent supply constraint in South Africa:

- Finite pool of skilled and experienced labor, leading to a supply-demand gap
- High competition for talent acquisition from other industries
- Lack of innovation by traditional BPOs to develop skills
- Skills gaps among inexperienced labor pool
- Lack of access to employment opportunities for certain groups, resulting in high-potential individuals being overlooked

To overcome the talent supply constraint, CCI Group, envisioned an organization dedicated to training individuals from disadvantaged backgrounds for BPO jobs, and it founded Careerbox in 2013 under the auspices of CCI group of companies.

Careerbox took a two-pronged approach to address the talent availability issue:

- Identifying ways to bring previously excluded groups into the workforce thus augmenting the talent pool, braking wage inflation, reducing attrition, and diversifying talent
- Encouraging BPOs to collaborate, leading to long-term and sustainable activities

Selecting and Training the Right Talent

With the aim to overcome talent constrains and lack of employment opportunities to certain groups, Careerbox identified two areas of focus for their program, talent selection and training.

Targeted talent selection

Advertising: Although there were no quotas for candidates belonging to any particular category, to attract the right kind of talent, Careerbox decided to **advertise in the disadvantaged communities** that have high growth potential. Certain localities in Durban inhabited by economically and racially disadvantaged communities were specifically targeted for advertising. Other criteria – ease of commuting, distance of the target localities from the training center, and potential employers – were considered in selecting targeting localities.

“Unemployment in South Africa is over 25%, youth unemployment is 50%, and for young black women it’s 75%. Yet there are also 650,000 unfilled jobs in the country. So the job market isn’t working very well, and lots of – mainly black – young people don’t have the skills, or more importantly the confidence, to get a job.”

– Dido Harding,
CEO of TalkTalk

“Impact workers have high morale and their drive to achieve more is higher.”

– General Manager,
Teleperformance RSA

Initial assessment: Careerbox received an overwhelming response from the targeted communities. All applicants were assessed through a combination of an initial telephone interviews, computerized assessments to test verbal, numerical, and analytical abilities, and group and individual assessments. During the January to June 2014 period, **Careerbox received over 3,000 applications for the program of which about 30% were selected for the skills development program.**

Candidate Demographics: Candidate demographics closely reflected the demographics of the targeted communities:

- 56% female
- 99% belonged to non-white populations
- Average age of 24 years
- 75% had passed matriculation

Talent training

The skill development and training program was designed to prepare candidates for employment in the BPO industry. The selected candidates underwent a skills development course at Careerbox consisting of:

- Basic business etiquette (dress, timekeeping, etc.)
- Recruitment skills (CV writing, interview skills)
- Job-related skills (presentation skills, contact center basics, sales techniques, customer service techniques)
- Client-related technical skills (introduction to telecom and financial services)
- Cultural sensitization (UK and Australia)

Evaluating Program Results

Measuring program results was imperative to ensuring that the skills development program was in line with Careerbox’s founding vision. The program’s success metrics consisted of four key parameters:

- Candidate selection and placement
- Employee retention
- Attendance and adherence
- Operational job performance

To measure program success, the performance of Careerbox’s candidates was compared with a group of control candidates recruited from traditional talent pool.

Placements: In the first year of its operations, **Careerbox successfully placed 68% of the trained candidates** in the BPO service industry.

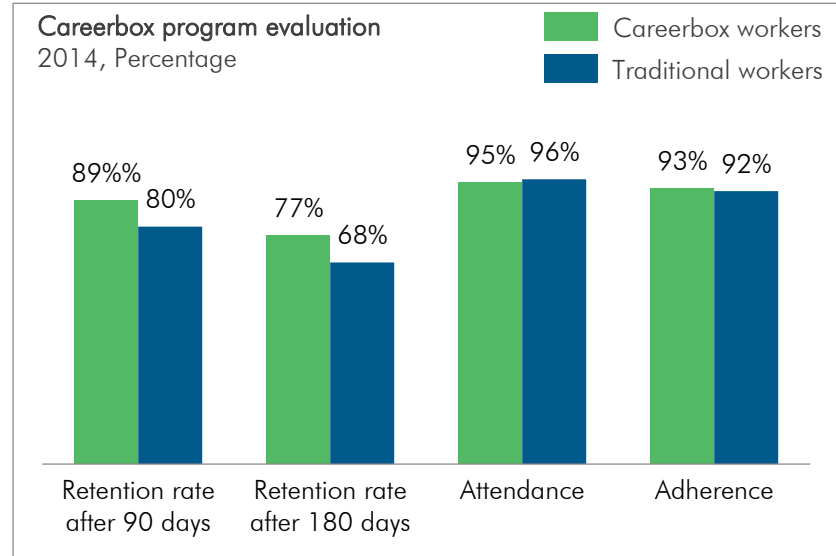
Retention: Given that attrition is a key concern in the BPO industry, Careerbox focused on the retention rates of its workers versus traditional workers, measuring rates at 90 and 180 days. As **Exhibit 1** indicates, **retention rates at both measuring points were better for Careerbox workers** than traditional workers.

Exhibit 1

Comparison of Careerbox placed workers and traditional workers on various parameters.

Careerbox placed workers showed better retention rate and comparable attendance and adherence.

Source: Careerbox



Attendance and Adherence: Careerbox's candidates work attendance and adherence (measured as logged in time vs. scheduled time) were found to be **comparable to traditional workers'** (control group), as indicated in Exhibit 1.

Operational performance: As job profiles varied across individuals, each of the Careerbox-placed candidates was measured against his/her individual targets. Across a basket of measures, the Careerbox candidates scored comparable to the traditional hires in the control group and **achieved 99% of their targets as compared to 104%** achieved by the control group.

The Outcome

By taking a measured approach to identifying the root cause of the its talent supply problem and crafting a solution that tapped into prospective candidates', its own, and other employers' needs, CCI Call Centres – through its Careerbox training program – has **successfully provided a means to improve the lives of youth hailing from disadvantaged communities in South Africa by providing them employment opportunities** and solved problems for many individuals and organizations within their local communities. **Through its efforts, CCI Call Centres has gained access to a large and otherwise under-utilized talent pool, helping to overcome its talent constraints, gaining a productive and effective group of employees, and creating meaningful social impact.**

About CCI Call Centres

Established in 2004, CCI Call Centres serves multiple blue chip clients from the UK and Australia, such as TalkTalk PLC, Carphone Warehouse PLC, Wesfarmers Insurance PLC, EE PLC, and CCI group of companies. As a part of the CCI Group of companies, CCI Call Centres employs over 2,500 people.

About Careerbox

Established in 2013, Careerbox is a skills development and recruitment company that recruits for the contact center and outsourcing industries. In addition to "traditional" recruitment activities, Careerbox has developed a unique skills development program that takes largely unskilled and inexperienced young people and gives them the skills to work in the international contact center industry.

About the CCI Call Centres and Careerbox Partnership

Careerbox and CCI Call Centres are separate companies that share a parent company – CCI group of companies. CCI Call Centres and its clients, such as TalkTalk and Wesfarmers, have been an integral part of developing a program to transform the lives of previously disadvantaged young people, recruiting the majority of the young people who have been through the program since its launch in 2013.

About This Joint Project between Everest Group and The Rockefeller Foundation

The Rockefeller Foundation has funded Everest Group to conduct an in-depth assessment of how the growth of Impact sourcing can be accelerated using a fact-based business case that substantiates benefits of the IS model. This assessment includes sizing the market, profiling the landscape, detailing the business case, and creating case studies to raise awareness of IS in the enterprise buyer and BPO communities. Establishing the business case for IS will contribute to the growth of the sector, which means that more high potential but disadvantaged youth will have the opportunity for employment, 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 and research.everestgrp.com.