

THE BUSINESS LEADERS' DEFINITIVE GUIDE

BPO & GBS TO SOUTH AFRICA

PUBLISHED BY

GBS NEXUS



The IT Infrastructure Behind High-Performance Contact Centres

Laptops | Desktops | Configuration | Enterprise Support

Flexible Rental Contracts

Designed for BPO operators. Month-to-month or long-term agreements with fair terms, theft and damage cover, and simplified asset management.

Rapid National Deployment

ISO-certified configuration centres enable fast imaging, staging and large-scale rollout of laptops and desktops nationwide.

Enterprise Support

National helpdesk, proactive maintenance, strict SLAs, fast swap-outs and direct senior leadership involvement on key accounts.

"We're here to support the growth of your BPO operation in South Africa", ***Go Rentals Leadership Team***

GoCare

Go Care® is our structured support framework, delivering fast swap-outs, national helpdesk coverage and proactive service management to protect uptime across your operation.

ISO 9001 certification underpins our disciplined deployment and service processes, ensuring consistent quality, controlled rollouts and accountable delivery at scale.

BPESA Business Process Enabling South Africa

As a BPESA member, we actively support the growth and global competitiveness of South Africa's BPO industry, aligning with best practice standards and sector development initiatives.

ABOUT US

For over 25 years, Go Rentals has been a trusted leader in rented and managed IT hardware for South Africa's BPO sector, supporting mission-critical operations nationwide.

GO rentals™

Abstract

The Business Leaders' Definitive Guide: BPO & GBS to South Africa" is an insightful guide that delves into the compelling reasons behind South Africa's emergence as a premier destination for Business Process Outsourcing (BPO) and Global Business Services (GBS). The book explores the country's unique value proposition, highlighting its cost competitiveness, location maturity, skilled workforce, and advanced infrastructure. It also addresses the political, economic and energy landscape, offering strategic insights for navigating these complexities. With a focus on the future, the book outlines South Africa's growing digital and up-the-value-chain professional and shared services capabilities and its potential as a gateway to African markets, making it an essential read for decision-makers in the BPO/GBS industry.

Authors



Rod Jones is a seasoned expert in the field of Contact Centres, Customer Experience (CX), and BPO, with over 50 years of industry experience. As an independent consultant and strategic advisor based in Johannesburg, South Africa, Rod has been a key figure in shaping the local and global BPO landscape. His passion for the industry is reflected in his extensive reach, including numerous articles, eBooks, white papers and his popular podcast, "RodsPod". A recognised thought leader, Rod was honoured with a Lifetime Achievement Award by CXOutsourcers for his significant contributions to the global BPO and CX industries.



Traci Freeman is the Managing Member of Believe Consulting and brings nearly 30 years of leadership to the GBS, BPO, and CX sectors. A strategic advisor, she is recognised for ecosystem building, client engagement, and Impact Sourcing. Driven by a deep passion for bringing people together, fostering collaboration, and creating platforms for industry engagement, Traci curates high-impact events, roundtables, and strategic convenings that drive innovation and progress. Her work is underpinned by a strong commitment to advancing social impact across the sector and the African continent.

BPO2SA ROD JONES GBS NEXUS Believe CONSULTING

Table of Contents

05 | Foreword

07 | Endorsements

12 | Introduction

15 | South Africa's Rise to Global BPO Prominence

25 | South Africa's Value Proposition for BPO/GBS

57 | Real People – Real Stories

70 | Insights from BPESA's "South Africa's GBS Value Proposition Refresh"

72 | Understanding the Challenges

102 | Additional Considerations

138 | Sources, References and Useful Contacts

140 | Acknowledgements

143 | Buyers Guide

Copyright © 2026, GBS Nexus (Pty) Ltd All Rights Reserved.

This publication is protected under international copyright laws and intellectual property rights. No part of this book may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the author or publisher, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law. Without written consent, this work may not be resold or distributed for commercial purposes.

For permission requests or inquiries, please contact the author at: info@gbsnexus.com

Foreword



They say that the more things change, the more they stay the same. Whoever came up with this phrase clearly didn't know the South African contact centre and BPO sector. It is rare to witness a national industry evolve to the extent that this one has over the past two plus decades. I (and many others) who have covered this space from a global angle would be remiss in finding many other destinations that have moved forward regarding their global positioning the way South Africa has.

My first visit to South Africa occurred in early 2004. I found an industry fragmented along provincial lines, with no global players and limited resources. Fast-forward 20 years, and oh how things have changed—today, South Africa's CX and BPO space is more vibrant than ever, fuelled by operators from around the world who work alongside local entrepreneurs who are disrupting not just the national landscape but that of the entire continent.

This book by Rod Jones and Traci Freeman encapsulates the history of South Africa's CX and BPO sector and, more importantly, its future. Any interested party looking to engage an outsourcer based in South Africa or a services provider aiming to enter this market needs to look no further than the following pages for the baseline required to make an informed commercial decision.

Happy reading!

Peter Ryan
Principal Analyst, Ryan Strategic Advisory
Montréal, Canada

RYAN STRATEGIC ADVISORY

www.ryanadvisory.com

WHERE CX, BPO & GBS LEADERS COME TO THINK DIFFERENTLY





Peter Ryan



Traci Freeman



Mark Angus

CXOutsourcers is a globally recognised leadership platform uniting senior executives, buyers, operators, and disruptors across the CX, BPO, and Global Business Services ecosystem.

Led by industry veterans Peter Ryan, Traci Freeman, and Mark Angus, it delivers curated, invitation-only gatherings that go beyond traditional conferences—creating space for candid dialogue on market shifts, emerging opportunities, evolving commercial models, and the future of global service delivery.

Blending strategic insight with executive roundtables and buyer-led discussion, CXOutsourcers serves as a trusted sounding board for planning, partnerships, and growth—where ideas are challenged and connections drive real commercial opportunity.

CXOutsourcers
MINDSHARE GROUP
cxoutsourcers.com

Insight-led. Globally connected.

Flexible Financing and Sustainable IT Solutions Built for BPOs

RentWorks
Asset Finance Specialists



RentWorks and **Re.Works** provide BPOs with flexible, cost-effective, and sustainable IT solutions. RentWorks offers financing and rental options to help operations scale quickly, while Re.Works refurbishes returned equipment, giving it a reliable second life for short-term rentals, long-term rentals, and outright purchases. **RentWorks powers the first life of IT equipment. Re.Works delivers the second.**

- Flexible IT rental and financing solutions.
- Professionally refurbished, enterprise-grade equipment.
- Rapid deployment to support scaling operations.
- Reduced capital expenditure and predictable costs.
- Sustainable technology lifecycle with lower environmental impact.

Maximise Efficiency. Minimise Cost. Start Today.

RentWorks
0860 RENTAL
www.RentWorksAfrica.com

Re.Works
+27 010 006 0797
www.ReWorksAfrica.com

Re.Works
RePurposed Computing Solutions

Endorsements



In The Business Leaders' Definitive Guide: BPO & GBS to South Africa – 2026/7, Rod Jones and Traci Freeman deliver an indispensable guide for anyone considering South Africa as a strategic BPO/GBS outsourcing destination. I have personally known Rod and Traci for two decades. I can testify to their vast industry experience and deep insights into South Africa's BPO/GBS sector. This book goes beyond standard analysis, uncovering the depth of South Africa's cost advantages, skilled workforce, deep domain expertise, and robust infrastructure that enable the country to serve various international source markets, including Australia, Canada, Europe, the United Kingdom (UK), and the United States (US).

Rod and Traci expertly address the nuances and opportunities within the South African BPO/GBS market, presenting a well-rounded view of the country's robust support systems, impact sourcing initiatives, and strategic appeal for enterprises worldwide. His emphasis on resilience, social impact, and the industry's ongoing evolution underscores South Africa's value on the global stage.

As co-publishers of this edition, we are pleased to disseminate and share its valuable content with the global business community. For any BPO/GBS decision-maker or stakeholder, this book is not just a recommendation but a roadmap - a comprehensive resource equipping readers with essential tools to make informed, strategic decisions about leveraging South Africa's unique strengths and opportunities. This is a must-read for those seeking a true partnership that extends beyond borders and into the heart of one of the world's most dynamic outsourcing destinations.

Happy reading!

Mark Angus
CEO & Chief Strategist: Genesis GBS
Founding Partner: GBS.World

GENESIS | GBS WORLD



Over the past two decades, South Africa has worked tirelessly as a sector community to build its global brand as a desirable offshore destination. As the national trade body and industry association, Business Process Enabling South Africa (BPESA) is honoured to have played a pivotal role in supporting the emergence of a world-class destination for GBS and the BPO sector. The combination of talent, technology, and an unwavering commitment to delivering exceptional quality and value to international markets has positioned the country among the top-tier global delivery locations.

The Business Leaders' Definitive Guide: BPO & GBS to South Africa by Rod Jones and Traci Freeman provides an insightful and comprehensive guide to understanding our country's unique advantages—from cost efficiency to high-quality service delivery, robust talent pipelines, and leadership in social impact.

BPESA is proud to support this valuable resource, highlighting the success stories and growth opportunities that make South Africa a preferred partner for businesses worldwide. It is an essential read for decision-makers seeking to harness the potential of South Africa's dynamic and resilient outsourcing ecosystem.

Regards

Reshni Singh
CEO

BPESA Business Process Enabling South Africa



SOUTH AFRICA DELIVERS IMPACT THROUGH WORLD-CLASS INFRASTRUCTURE, SKILLED AND EMPATHETIC TALENT, COMPETITIVE COSTS, AND HIGH-QUALITY SERVICE THAT DRIVES INCLUSIVE GROWTH AND UNLOCKS SCALABLE OPPORTUNITIES ACROSS THE GLOBE.

WWW.BPESA.ORG.ZA

INFO@BPESA.ORG.ZA

CAPEBPO
FROM CAPE TOWN TO THE WORLD

WHERE GLOBAL BUSINESSES CONNECT WITH CAPE TOWN TALENT

World Class Infrastructure

Cost Effective Operation

Highly Skilled Pool Talent

ATTRACT GLOBAL BUSINESS
Bring Companies to Cape Town

EMPOWER LOCAL TALENT
Train & Employ our Youth



Outsourcing Solutions

Improving Efficiency

TRAIN & EMPLOY



Skills Development

Job Placement

GROWING CAPE TOWN & THE WESTERN CAPE



Western Cape Government
FOR YOU



This book is an excellent representation of the transformative power of the BPO sector in South Africa. As CEO of CapeBPO, I have witnessed firsthand the remarkable evolution of our industry and its profound impact on our economy, labour market and the citizens of the Western Cape through both the creation of direct and indirect career opportunities at scale.

It serves as an invaluable guide for organisations looking to understand and harness the potential of BPO services in South Africa. It highlights not only our competitive advantages but also the innovation and dedication that have become synonymous with our talented workforce and world-class service delivery, most especially within the CX remit.

The insights shared will empower decision-makers to navigate the complexities of outsourcing and recognise our country, region and city's unique opportunities.

In a global industry and economic climate where agility and efficiency are paramount and the rapid pace at which digital transformation and technology is changing how traditional outsourced and offshored services are being delivered, the "Why Offshore to South Africa" book underscores the country's position as a premier outsourcing destination. It provides a comprehensive overview of best practices, industry trends and the essential role of technology in optimising growth and performance.

I would definitely recommend anyone seeking to deepen their understanding of the BPO landscape in South Africa and stakeholders aspiring to leverage our industry's strengths for sustainable success to take a read through the pages.

Thank you for your commitment to promoting the BPO sector. I look forward to seeing this book's positive impact on our industry and beyond.

Regards,

Clayton Williams
CEO

CAPEBPO

Introduction

Reflecting on over 45 years of dedication to the South African and global BPO/GBS industry, my passion for bringing more business into Africa and South Africa via the BPO and GBS sector has only deepened. This passion stems from a profound belief in the potential of BPO/GBS to drive foreign investment, create jobs, and uplift communities through initiatives like Impact Sourcing.

In April 2021, South Africa was celebrated as the Most Favoured Offshore CX Delivery Location, a recognition from the annual Front Office Omnibus Survey conducted by Ryan Strategic Advisory. This accolade was not a one-time achievement but a reflection of South Africa's consistent excellence in the global BPO/GBS arena. By 2025, South Africa had firmly established itself in the top three offshore CX delivery locations worldwide, tied for third place with Poland. This remarkable standing is a testament to the country's consistency, resilience, sophisticated infrastructure, the skill and dedication of its workforce, and the strategic interventions of key individuals and industry bodies like BPESA and CapeBPO.

The global business landscape continues to recognise the value South Africa offers. The country's BPO/GBS sector is not just about cost savings. Though it has up to 70% savings compared to English-speaking source markets such as Australia, the UK, and the US, it certainly delivers on that front. South Africa also offers superior CX outcomes, with a customer satisfaction rating that is 18% higher than peers in competitive locations such as India and the Philippines. This translates into tangible benefits for global brands, including higher first-contact resolution rates, increased customer retention, reduced cost of rework, and improved bottom-line profits.

Our motivation to write this latest edition of "Why Offshore to South Africa" was further fuelled after being honoured with a Lifetime Achievement Award for significant contributions to the global BPO and CX industries at the annual CXOutsourcers Mindshare event in Atlanta, GA, in May 2024. This recognition reinforced my commitment to sharing the knowledge and insight I've gained over the decades to help businesses make informed decisions about investing in South Africa's BPO/GBS sector.

In this book, we delve into the compelling reasons why South Africa remains a leading global destination for global BPO and GBS operations and clients looking to outsource. From its strategic time zone alignment and neutral accents to its strong focus on innovation and inclusive hiring practices, this guide equips decision-makers with the essential insights to capitalise on South Africa's strengths in their global strategies.

Additionally, this book candidly addresses the less obvious but crucial realities and challenges, offering clear strategies to navigate these potential pitfalls effectively.

Traci Freeman and I have thoroughly enjoyed gathering the facts and curating the insights shared within these pages. We're deeply grateful to the many individuals who generously contributed their time and feedback to this Guide, and we hope you find real value in the information it offers.



Rod Jones
Lonehill, Johannesburg,
South Africa.



trilogy
ai enabled bpo

Global Capability Centres (GCC)

Trilogy BPO helps international companies design, build and own their offshore operations in South Africa — the world's fastest-growing CX destination.

- **Significantly lower operating costs compared to UK contact centres**
- **Neutral English accents that customers can relate to**
- **Strong service culture and world-class infrastructure**
- **Local support from HR to compliance, ensuring smooth scale-up**

Our Proven DBIT Model

Design

We architect your centre's legal, technical, and operational blueprint tailored to your specific enterprise needs.

Build

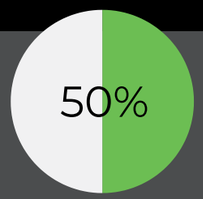
We handle the "heavy lifting"— from property and infrastructure to recruiting top-tier local talent.

Innovate

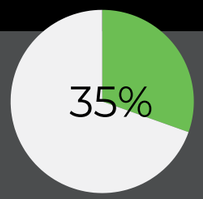
We embed AI and digital automation from day one to ensure the centre is future-ready.

Transfer

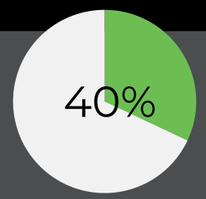
Once stabilized, we hand over the keys. You gain a mature, high-performing entity with zero "launch risk".



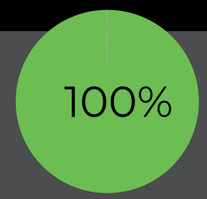
Cheaper than onshore



Cheaper than outsourcing



Reduction with automation



More Control

www.trilogybpo.com

trilogy ai enabled bpo GOLD PARTNER

South Africa's Rise to Global BPO Prominence

How South Africa Became a Global Leader

Since 2018, South Africa has consistently ranked globally in the top three preferred BPO/GBS locations of choice. This achievement reflects the country's consistency, inherent strengths, and ability to adapt and thrive in a highly competitive global market. The Ryan Strategic Advisory Front Office CX Omnibus Survey offers some of the most compelling evidence supporting South Africa's ascent. This widely respected report, regarded as one of the most credible and authoritative annual sources of insights within the BPO industry, consistently highlights South Africa's appeal to global businesses, particularly those based in Australia, the UK and the US.

2018
Top 3 BPO ranking starts

2021
Most Favoured Offshore CX Delivery Location

2024
Top 3 global ranking confirmed

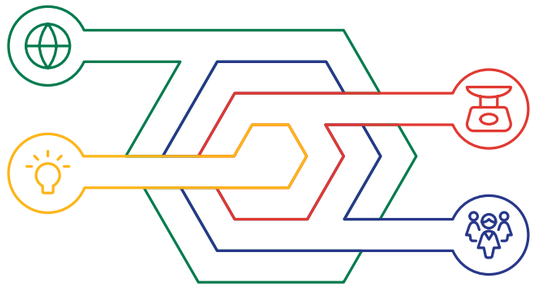
2025
Top 3 global offshore location ranking retained
Strengthened Government of National Unity impact

The Ryan Strategic Advisory Front Office CX Omnibus Survey: A Benchmark for Success

Conducted annually, the Ryan Strategic Advisory Front Office CX Omnibus Survey captures the views of over 750 enterprise CX leaders from key demand markets, including Australia, the UK and the US. These decision-makers provide crucial feedback on offshore and nearshore destination preferences, evaluating them based on cost-effectiveness,

Key Demand Markets
Focuses on Australia, UK, US ranking stats

Nuanced Understanding
Provides insights for decision-makers



Evaluation Criteria
Assesses cost, talent, infrastructure, scalability

Survey Participants
Gathers views from CX leaders

talent availability, infrastructure, and scalability. This comprehensive methodology gives businesses a nuanced understanding of the most favourable locations for outsourcing, making the survey a valuable resource for decision-makers and influencers alike.

South Africa's consistent ranking in the top three BPO destinations globally is a testament to its competitive advantages, ranging from a well-educated, available English-speaking workforce to robust infrastructure and a stable political climate. The survey's results reflect the country's growing reputation as a dependable, high-quality outsourcing destination.

The Key Factors Behind South Africa's BPO Success

Several factors have contributed to South Africa's prominent position in the global BPO sector, helping it stand alongside established outsourcing destinations like India, Poland and the Philippines. According to the Ryan Strategic Advisory Front Office CX Omnibus Survey report, these key attributes have been central to South Africa's success:

Skilled and Empathetic Workforce
With over 63 million citizens, the country's strong education system consistently produces a skilled, English-speaking workforce with deep domain expertise. Beyond technical proficiency, South Africa's labour force is known for its empathy and strong soft skills, which are critical in delivering exceptional customer service and building meaningful client relationships. This capability, emotional intelligence, and scalability combination make South Africa attractive for companies looking to grow their operations.

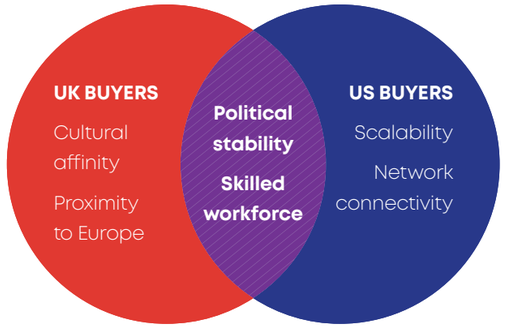
High-Quality Network Connectivity
South Africa's modern infrastructure ensures reliable connectivity, which is essential for seamless customer service operations. The country is well-connected to global markets through several undersea fibre optic cables, including key links to Asia, Europe, and the US. With multiple international cables providing redundancy, businesses benefit from uninterrupted, resilient service delivery. This robust infrastructure allows global companies, particularly those in the UK and US, to trust in consistent, high-quality performance for their operations, regardless of scale or complexity.

Political and Economic Stability
South Africa is globally recognised for its peaceful political transition in 1994. A multi-ethnic society encompassing a variety of cultures, languages, and religions, it is often called the "rainbow nation" to describe its multicultural diversity. The country offers a relatively stable political and economic environment anchored by democratic governance and well-developed institutions. It continues to demonstrate resilience through various global and local challenges, maintaining its position as a key player in regional and international markets, including memberships in the BRICS, the African Union, SADC, SACU, the Commonwealth of Nations, and the G20. And while political shifts have occurred in recent years, these have been positive, with the country's democratic institutions remaining resilient. The recent formation of the Government of National Unity in 2024 is a testament to a robust political environment. It has further stabilised the political landscape, increasing investor confidence and a renewed focus on economic reform. South Africa's economic policies and political frameworks provide a solid foundation for businesses seeking long-term investment opportunities to navigate evolving global dynamics.

Pro-Business Regulatory Environment
South Africa's pro-business regulatory environment fosters growth and innovation, underpinned by transparent legal frameworks and a mature financial system. The government's commitment to promoting trade, investment, and business-friendly policies makes the country attractive to international companies that encourage foreign investment and offer a range of sector-specific incentives. This commercial friendliness makes South Africa a compelling choice for outsourcing companies.

A Reliable Choice for UK and US Buyers

Particularly for BPO buyers in the UK and US, South Africa offers a unique combination of high-quality services, political stability, and a favourable business environment. UK buyers value South Africa's cultural affinity, language skills and proximity to European markets. Meanwhile, US buyers appreciate the scalability and network connectivity that South Africa provides, making it a viable alternative to both nearshore options and traditional outsourcing destinations like India and the Philippines.



A Future of Continued Growth

With the ongoing reforms driven by the Government of National Unity, South Africa's position as a top-tier BPO destination is only expected to strengthen. As a recognised priority sector, continuous infrastructure improvements, a growing talent pool, and an unwavering commitment to economic stability ensure that South Africa will remain a key player in the global BPO industry for years.

Understanding the nuances behind South Africa's rise to prominence is crucial for decision-makers and influencers. The Ryan Strategic Advisory Front Office CX Omnibus Survey remains essential for those seeking in-depth insights into the country's competitive advantages and future potential as a global outsourcing hub.



merchants
making digital human

AI + Talent.
CX Perfected!

A Global BPO Destination of Choice.

For over four decades, Merchants has helped leading brands deliver exceptional customer experiences at scale.



Why partner with Merchants?

Award winning and leading provider of Customer Solutions
AI-Powered Customer Experience Solutions
Industry-Leading Recruitment & Talent Development
World-Class, Brand-Aligned Facilities
South Africa's Leading Social Impact and Empowerment provider

Partner with a BPO that's built for *today* — and ready for *tomorrow*.

NTT DATA United Nations top

www.merchantscx.com

The Ryan Strategic Advisory Front Office CX Omnibus Survey

What sets the Ryan Strategic Advisory report apart is its comprehensive methodology. The survey is conducted via telephone interviews in the participants' local languages, ensuring high engagement and accuracy. The research covers over 40 offshore and nearshore locations, evaluating them on critical criteria, such as cost-effectiveness, talent availability, infrastructure, and scalability. This multi-dimensional approach gives buyers a nuanced understanding of the most favourable destinations for outsourcing.

In addition, Ryan Strategic Advisory, led by Peter Ryan, is a globally recognised consulting firm with deep expertise in the BPO and customer management sectors. The firm's longstanding focus on buyer insights and competitive positioning has earned it a reputation for delivering actionable, data-driven research trusted by buyers and service providers. This credibility makes the Front Office CX Omnibus Survey essential reading for anyone looking to understand the latest trends and best practices in outsourcing.



Further Insights and Expert Guidance

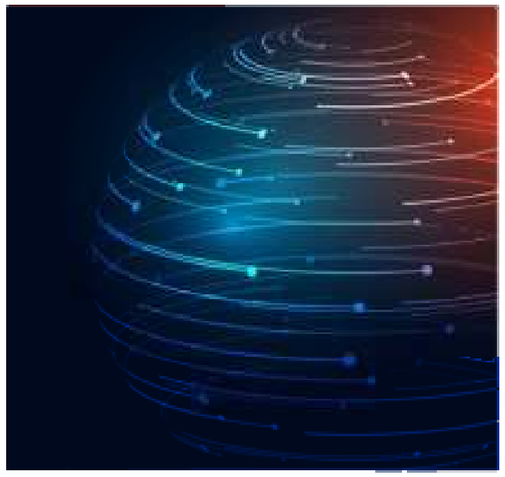
Readers are encouraged to refer to the comprehensive 2024 Front Office CX Omnibus Survey by Ryan Strategic Advisory to better understand why South Africa ranks so highly in global BPO destination rankings. This report offers invaluable insights for decision-makers and influencers in the BPO and CX sectors. It covers key factors such as network connectivity, talent scalability, political stability, and more, thoroughly evaluating over 40 offshore and nearshore locations.

The survey, trusted for its rigorous methodology and data-driven approach, is essential for executives making informed decisions about where to outsource their CX operations. The report helps businesses identify the most favourable destinations based on critical operational and strategic factors, making it a valuable resource for shaping long-term global strategies.

The report can be purchased at the Ryan Strategic Advisory.

Aggregated Offshore Destination Priorities: Key Attributes Shaping Global BPO Selection

To better understand the aggregated priorities for selecting an offshore contact centre destination across all source markets, respondents were asked to rate various factors on a scale from 1 to 8, where 1 represents "not at all important" and 8 represents "very important." While this aggregated data provides valuable insights into the general trends, we recognise that buyers from different markets will have specific key criteria based on their unique business needs and regional considerations. These ratings offer a broad view of what companies across multiple markets value most, including network connectivity, political stability, scalability, and regulatory compliance, while allowing for the variability of individual buyer priorities.



5.6	Modern Network Connectivity Quality
5.5	Adherence to Global Data Protection Treaties
5.5	High Quality of Language Skills Applicable to Your Country
5.4	Economic Stability
5.4	Established Reputation for Offshore/ Nearshore CX Delivery
5.4	Political Stability
5.4	Pro-Business Government and Regulatory Regime
5.3	Close Geographic Proximity to Your Organisation's Headquarters
5.3	Presence of Modern BPO Business Parks
5.3	Scalability of the Local Labour Force
5.2	Reliability of Utilities – Power and Water
5.1	Active Local Contact Centre Industry Association
5.1	Low Operating Costs
5.1	Modern Public Transportation Infrastructure
5.1	Multiple Urban Centres From Which CX Services Can Be Delivered
5.1	Proactive Government Investment Promotion Agency
5.1	Quality of the Destination's Education System
5.1	Strong Levels of Public Security
4.8	Government Incentives
4.8	Presence of Strong National Data Protection Legislation
4.8	Reputation for High Quality Leisure Activities Outside of Work
4.8	Reputation for Inclusiveness of Society
4.7	Green-Oriented Environmental Protection Policies
4.7	National CX/Service Focused Tertiary Programs

Understanding the Distinct Needs of UK and US Buyers: Key Insights for South African BPOs

When comparing the preferences of UK and US buyers of BPO services, distinct priorities emerge, shaped by regional business needs, regulatory environments, and customer expectations. For South African BPO operators looking to engage these markets, understanding these differences is crucial to tailoring their offerings effectively.

UK Buyers' Priorities: UK buyers tend to emphasise a mix of operational efficiency and regulatory security. Key attributes like economic stability, political stability, and adherence to data protection treaties are foundational for UK companies, especially given their strong compliance-driven business culture post-Brexit. Furthermore, the quality of language skills and geographic proximity are also high priorities, emphasising European language competencies and time zone alignment, which South Africa is well-positioned to meet.

Interestingly, UK buyers also look for multiple urban centres from which services can be delivered, ensuring a scalable and resilient operational base. They also value modern



infrastructure, such as BPO business parks, public transport, and a pro-business government environment fostering long-term partnerships.



US Buyers' Priorities: In contrast, US buyers focus more on network connectivity quality and labour scalability, prioritising infrastructure and the ability to ramp up operations quickly to meet high-volume demands. US buyers are also concerned about data protection treaties and political stability like their UK counterparts. Still, they emphasise operational scalability and pro-business regulations allowing swift adjustments to shift business needs.

Moreover, US buyers view cost competitiveness as an essential factor but tend to look more at infrastructure, particularly modern utilities, such as reliable power and water, and the scalability of the workforce. As such, demonstrating strong scalability, supported by a skilled, English-speaking labour pool, will be key for South African BPOs seeking to attract US clients.



Why leading UK and USA brands choose South Africa and partners built on alignment, operational maturity, and AI-augmented frontline teams.

Most CX outsourcing doesn't fail on price or geography, it fails on misalignment. When values, service philosophy, and quality standards diverge, frontline ownership drops and customer trust follows. Boomerang approaches partnerships differently: through a measurable operating standard (CX Revolution) that ties human performance, governance, and augmentation to results.

We anchor delivery to the four problems source market clients care about most:
1. Cost pressure
2. Trust/quality uplift
3. AI-driven efficiency
4. Scalable capacity

In practice, that means evidenced reductions in cost-to-serve of 35–55% (programme-dependent) and a cadence of executive/operational governance that keeps improvements visible and auditable.



Outcomes ultimately follow engagement and alignment. Across our base, "Promoter" clients, those who treat us as a strategic partner see frontline engagement at 86%. Independent research reinforces the mechanism: highly engaged teams deliver better profitability, customer experience and satisfaction.

Technology multiplies this effect when it's governed. Our AI-augmented stack applies automated QA, sentiment/intent analysis, and workflow automation to remove repetitive work, expose risk, and speed decisions within ISO certified controls and data boundaries.



Why South Africa? You gain high-empathy, English-fluent talent with strong cultural affinity and niche domain skills, in a mature GBS ecosystem backed by industry bodies and public-sector support. This is a combination that improves experience while protecting economics.
Execution matters.

In 2025, Boomerang was recognised as Top SMME BPO Operator at the CapeBPO Awards, and Top BPO Operator (Medium) at the BPESA GBS Alchemy Awards. This is independent validation of people first performance at scale.

If you're scaling CX and want lower cost-to-serve, higher trust, and faster improvement cycles then start with alignment and a standard you can verify.

CX Revolution Assessment

A 45-minute diagnostic that exposes cost gaps, quality risks, and improvement levers in your current operation.

BOOK NOW

www.boomerangbpo.com/cx-revolution-assessment

Advice for South African BPOs: The dual challenge for South African BPO operators is to meet the nuanced needs of both UK and US buyers. UK companies require confidence in South Africa's political and economic stability and assurances regarding the quality of education and workforce readiness. For US clients, highlighting the availability of a scalable labour force, superior infrastructure, and a pro-business environment will be paramount.

Both markets also expect adherence to international data protection standards, which South Africa already meets through its strong legal frameworks with regulations such as POPIA (Protection of Personal Information Act). By positioning itself as a reliable, scalable, and compliance-focused outsourcing destination, South Africa can continue to secure top rankings among global buyers from both regions.







High-Touch Service in a High-Tech World

Why human connection still defines exceptional customer experience

In an industry increasingly shaped by automation and artificial intelligence, one truth remains constant: meaningful human connection drives loyalty, trust, and lasting customer relationships.

Outworx, a privately owned and founder-led Business Process Outsourcing (BPO) provider headquartered in South Africa, is proving that human-centric service is not a legacy model — it is the future of customer experience.

With more than 4,000 employees supporting over 44 international brands across the UK and North America, Outworx delivers high-quality, high-touch CX solutions grounded in empathy, accountability, and performance.



> *"We're seeing a global shift toward human-centred service as AI automation increasingly handles transactional interactions,"* explains CEO and co-founder Robin Hoekstra. *"Clients are gravitating toward agile, founder-led operators who value relationships, not just scale."*

Unlike large, publicly traded BPOs, Outworx offers direct leadership access, faster decision-making, and genuine partnership. Clients work with owners who are accountable, present, and personally invested in outcomes.

This human approach is supported by a pragmatic technology strategy. Outworx deploys AI and automation where it adds real operational value — improving efficiency, enhancing insight, and supporting frontline agents — without overpromising what technology alone cannot deliver.

"We apply AI where it drives results," says Hoekstra, "but we never lose sight of the human conversation at the heart of customer experience."

The result is a CX model built for today's market:

- Emotionally intelligent service
- Technology-enabled operations
- Trusted, long-term partnerships

In a world of digital noise and automated interactions, Outworx is helping brands reconnect with what customers value most — authentic human engagement.

Outworx: Technology-enabled. Human-led. Built for lasting relationships.

South Africa's Value Proposition for BPO/GBS

Introduction

South Africa stands out as a formidable contender in the global BPO/GBS landscape, offering a unique blend of cost-efficiency, naturally empathetic and skilled talent, and advanced infrastructure. In this chapter, we dive deep into the core elements that make South Africa an attractive destination for businesses seeking to offshore their CX and business process services. From the country's competitive pricing, which delivers substantial savings compared to traditional markets, to its youthful and English-proficient workforce, South Africa provides a compelling proposition for companies aiming to enhance service quality while reducing operational costs. We'll explore how strategic initiatives, such as those led by the national GBS trade body and industry association, BPESA and regional special business unit for the City of Cape Town and the Western Cape Province, CapeBPO, supported by robust government engagement and incentives, have fortified South Africa's position as a global leader in BPO/GBS, ensuring it remains a top choice for forward-thinking enterprises.



Value Proposition

South Africa's BPO/GBS sector is renowned for offering compelling value that balances cost-effectiveness with high quality. While operational costs in South Africa are significantly lower than those in traditional and emerging delivery locations, the country's BPO/GBS offerings are firmly positioned within a High-Quality/High-Value framework rather than a pure cost-play. Recognising that cost remains vital for decision-makers, let's explore how South Africa delivers on both fronts.

Cost Competitiveness

South Africa delivers substantial cost savings for businesses from key source markets such as Australia, the UK, and the US, offering approximately 40-45% reductions on a fully loaded, steady-state operating basis. This includes all overheads.

40-45%
Cost Savings vs Traditional Markets

R290,000
Substantial per job incentivised support from Government

45-60%
Lower BPO Costs vs Tier 2 Cities

30-50%
Lower BPS Costs vs Tier 2 Cities

Putting Costs into Perspective

- BPO (voice-based contact centre operations) costs in South Africa are approximately 45% to 60% (or more) lower than those in Tier 2 cities in the UK, North America, and Australia.
- BPS (non-voice business processing costs) in South Africa are around 30% to 50% lower than in Tier 2 cities in the UK, North America, and Australia.

Track Record

South Africa is one of Africa's most industrialised and advanced economies, hosting operations for more than 180 Fortune Global 500 companies across sectors such as FMCG, mining, finance and manufacturing, and serving as a strategic gateway for multinationals expanding into African markets.

180+
Fortune Global 500 Companies

#1
Innovation Rank in Africa

R1.5T
Investment Commitments (5 years)

2,500
Operating Contact Centres

South Africa has been one of Africa's leading innovation performers and historically ranked among the highest on the Global Innovation Index in the region, though recent editions show it as second among Sub-Saharan African economies. According to PwC's economic outlook, the country has recorded net positive foreign direct investment (FDI) inflows each year since the global financial crisis. South Africa continues to attract meaningful investment across diverse sectors and is widely recognised as a key destination with untapped economic potential.

South Africa is a world-class financial, technical and innovation hub with a robust BPO/GBS sector track record, underpinned by deep domain expertise in traditional contact centres and related niche areas, such as financial services, administration, back-office operations, and legal services. Over the past two decades, South Africa has become a globally recognised leader in high-quality domestic and international CX services. The country's contact centres frequently receive 'best-in-class' accolades in prestigious global industry award programs, often surpassing in-house centres.

According to the quarterly GBS Jobs Report compiled for BPESA by leading global GBS research firm, Genesis GBS, South Africa is home to an estimated 2,500 operating contact centres and additional professional business process centres providing back office, digital/IT, HR, legal, finance & accounting services, employing over 377,000 management and staff. More than 153,369 jobs that serve international and foreign customers have been created since 2010. The industry is notably youth-focused, with over 87% of employees being young people and women representing 64% of the total workforce.



The South African GBS/BPO sector has experienced sustained, high-growth expansion over the past decade, recording annual growth rates above 20%, with 2019 and 2020 exceeding 30% year-on-year growth. While growth has since normalised, the sector continues to outperform global averages, reinforcing South Africa's competitive positioning as a leading offshore delivery destination.

377,000+
Total Employment

153,369
International Jobs Since 2010

24%+
Current CAGR

30%+
2019-2020 CAGR



ICT and Digital Capabilities

The country boasts one of the most advanced ICT infrastructures in Africa. The local industry is rapidly upskilling to meet growing domestic and international demand for digital solutions, including mobile payment systems, big data analytics, and tech-enabled customer experience enhancements. Significant investments are being made in developing sophisticated omnichannel contact centre solutions, interaction analytics, and next-generation technologies, such as cloud computing, cybersecurity, artificial intelligence (AI), machine learning (ML), big data, and advanced analytics.

Supporting this technological evolution, global cloud giants like Amazon Web Services, Google and Microsoft are building hyper-scale data centres in South Africa, with an estimated $1.3 billion expected to enter South Africa's data centre market by 2026, with additional tangible interest from competing international brands. The presence of technology leaders such as Amazon, Google, IBM, and NTT/Dimension Data, to name a few, further strengthens South Africa's position as a digital innovation hub.



Merchants: Building the Future of Customer Experience from a Proud South African Heritage

Merchants' heritage is rooted in South Africa. As one of the country's earliest and most established business process outsourcing (BPO) operators, we have played a foundational role in shaping the evolution of the customer experience industry. Over decades, we have represented leading South African and international brands, building a reputation grounded in performance, partnership, and purpose.

Today, the BPO sector stands at a defining inflection point. Artificial intelligence, rising customer expectations, and growing accountability around social impact are reshaping what clients require from their outsourcing partners. Efficiency alone is no longer enough. The future belongs to organisations that integrate intelligent technology, high-performing talent, and sustainable business practices into a cohesive operating model.

At Merchants, we have deliberately evolved to meet this new reality.

An Award-Winning Standard of Excellence

Our recognition as an award-winning BPO operator reflects our journey defined by commitment to operational excellence, responsible growth, and meaningful impact.

In recent years, Merchants has been recognised across multiple platforms, including:

- Top Employer in South Africa Certification nine consecutive years.
- BPESA GBS Alchemy Awards Top BPO Community Impact Recognition
- Standard Bank Top Woman Awards Recommendation in the Top Woman Business in Skills and Youth Development

Awards and recognitions are not endpoints; they are validation of a long-term strategy built on measurable impact and responsible leadership.

"Merchants has reinforced our decision to start operations in South Africa, from launch, every one of their promises have been fulfilled and now as our leading partner across our global network they continue to deliver above and beyond expectations." ——— *Merchants USA Client*

AI-Powered Customer Solutions: Redefining the Operating Model

Artificial intelligence is not replacing BPO; it is redefining it. Routine, rules-based interactions are increasingly automated, while customer engagements demand greater empathy, contextual understanding, and data-driven insight. The modern outsourcing partner must therefore integrate human capability with intelligent automation.

In partnership with our parent company NTT DATA, we deliver AI-powered customer solutions that enhance agent performance, unlock deeper customer insights, and optimise operational efficiency. From AI-led agent assistance and real-time coaching to conversational AI and advanced interaction analytics, our solutions are designed to elevate both customer and employee experience.

The result is a smarter, insight-enabled operating environment, one where technology augments human capability rather than replaces it.

ADVERTORIAL

Industry-Leading Recruitment and Talent Development

As technology reshapes the industry, talent strategy becomes a critical differentiator. We have intentionally evolved away from traditional recruitment models that prioritise experience alone. Instead, we focus on identifying individuals with the right attitude, aptitude, and potential to thrive in dynamic environments.

Central to this approach is **MyCalling**, our proprietary digital recruitment and profiling tool. MyCalling enables us to recruit against defined success criteria, aligning behavioural attributes and competencies to specific operational requirements. This data-driven approach enhances recruitment precision, strengthens retention, and accelerates speed to proficiency, ensuring our clients benefit from high-performing, purpose-aligned teams. Beyond recruitment, sustainable capability building remains essential.

The **Merchants Academy** was established to address a strategic need: preparing our people for the evolving future of work. As automation transforms roles and leadership expectations shift, we recognised the importance of building an internal pipeline of future-ready talent. The Academy delivers accredited programmes and structured leadership development pathways designed to cultivate operational excellence, technical capability, and inclusive leadership.

Through blended learning models that combine facilitated development, on-the-job learning, mentorship, and portfolio building, we are not only equipping individuals with skills, but we are also shaping the next generation of industry leaders.

For us, talent development is not a support function. It is a strategic investment in long-term sustainability.

World-Class, Brand-Aligned Facilities

Customer experience is shaped not only by systems and processes, but by environment and culture. Our facilities are purposefully designed to reflect and amplify the brands we represent, ensuring that operational spaces embody client values while maintaining the inclusive, performance-driven culture that defines Merchants. This balance creates ecosystems that reinforce engagement and service excellence. A site is more than infrastructure; it is a cultural and performance engine.

Shaping the Next Era of BPO

The future of outsourcing will be defined by organisations that successfully integrate technological intelligence, human capability, operational discipline, and social responsibility.

With a proud heritage behind us and a forward-looking strategy ahead, Merchants continues to evolve, not simply to remain competitive, but to help shape the next era of customer experience delivery.

In an industry being transformed by automation and expectation, sustained leadership belongs to those who innovate with intention, invest in people, and build with purpose. That is the standard we have set and continue to raise.

Social Impact and Empowerment as a Business Imperative

In emerging markets, outsourcing carries a responsibility beyond commercial outcomes.

Our core belief, that People Matter extends across employees, communities, clients, and partners alike.

We are deeply committed to impact sourcing, empowerment, and sustainable community development. We believe that business growth and social advancement are mutually reinforcing.

By expanding access to employment, investing in skills development, and supporting enterprise ecosystems, we contribute meaningfully to South Africa's economic transformation.

44 Years
Industry Experience

4 SA Regions

26 Centres of Excellence

mea.za.sales@merchantscx.com
www.merchantscx.com

merchants
making digital human

International and Domestic BPO/GBS Providers and Clients

In the last decade, many global BPO/GBS service providers have established substantial operations across many cities in South Africa. Recognisable domestically borne operator brands include Afrishore, Boomerang, CCI Global, Callforce, Call Lab, Cognia Law, Digicall, iContact BPO, IntelliBPO, iTalk International, Merchants, Nutun, Outworx,



Procera, Sigma Connected, Solugrowth and Trilogy BPO, Procera and Solugrowth, and many others. International brands like Accenture, Amazon, Capita, Concentrix, EXL, FirstSource, Foundever, Genpact, HGS, Huntswood, IGT, iSON Experiences, KURA, Quantinite, RedialBPO, Startek, Sutherlands, TaskUS, Teleperformance (TP), Tellus, TTEC, Transunion, Wipro, and WNS have also chosen South Africa as a key location for their operations and a growing number of large global enterprises are outsourcing their delivery services to these operators in South Africa.

These lists are not exhaustive; refer to BPESA and CapeBPO for up-to-date information. https://bpesa.org.za and https://capebpo.org.za



Enabling Environment

A well-organised and highly mobilised industry underpins South Africa's BPO/GBS sector. With decades of experience in domestic and international markets, the sector has become a mature, reliable, and structured element of the broader economy. Key organisations such as BPESA, the dtic, InvestSA, and the Harambee Youth Employment Accelerator work together to create valuable synergies and ecosystems.

BPESA serves as the recognised national trade body and industry association for BPO/GBS operators in South Africa, promoting the country as an attractive offshore location for BPO/GBS investors. The organisation also plays a crucial role in coordinating industry stakeholders through knowledge sharing, convenings and networking opportunities to ensure cross-collaboration of opportunities and access to the latest trends and research. In addition, working with multiple partners and funders, the association supports the creation of a sustainable supply of skilled workers, ensuring the sector remains competitive and continues to grow.

> The South African skills landscape is robust and well supported by numerous Institutions, Academies, philanthropic organisations and in-house BPO solutions, assisting the engagement of burgeoning talent and appropriately upskilling them for the BPO/GBS sector. Many of these organisations make use of the Services SETA's (Sector Education and Training Authority) framework and funding, which in turn are mandated by the Quality Council for Trades & Occupations (QCTO) and South African Qualifications Authority (SAQA), the oversite bodies that support a variety of Professional bodies across sectors.

> The broader BPO sector connects with multiple other professional bodies across the ICT, financial services, insurance, and healthcare landscape etc. Professional bodies will assist with formally recognising individuals, their skills, and their qualifications.

In addition to BPESA's national efforts, CapeBPO provides specialised support to the BPO industry within the Western Cape province. CapeBPO focuses on the region's unique strengths and opportunities, offering targeted resources, advocacy, and industry-specific insights that align with the needs of BPO operators in the Western Cape. Equally, the Western Cape community connects with many focused, funded upskilling initiatives. BPESA and CapeBPO create a comprehensive support network for local and global stakeholders, enhancing South Africa's overall appeal as a leading destination for BPO/GBS operations while fully leveraging regional strengths.

InvestSA, a division of the dtic, focuses on investment promotion, facilitation, and aftercare, offering "One Stop Shop" investment centres in major cities to streamline setting up a business in South Africa. InvestSA, and each province (state) has their own localised version of the One Stop Shop, supporting stakeholders with their investment and growth strategies.

Harambee Youth Employment Accelerator is a not-for-profit social enterprise that partners with global businesses, governments, and foundations to address youth unemployment through innovative, scalable solutions.



Resilience in the Face of COVID-19

During the COVID-19 pandemic, the South African BPO sector demonstrated remarkable resilience. BPESA and CapeBPO, in collaboration with the industry, swiftly created policies and protocols that the government adopted as an operational base to recognise contact centres and BPO operations, particularly those serving international markets, as essential services.

17,354
New Jobs During Pandemic

Essential
Service Status Granted

The government mandated these dispensations within days of the national lockdown; the on-site protocols were so robust that the government insisted these were implemented across sectors, with all organisations operating with on-site staff adopting the protocols to keep people safe. This rapid response enabled South Africa's GBS/BPO sector to continue operating within a remarkable turn-around time. The sector grew by a phenomenal 17,354 new jobs during this period as South Africa's BPO sector continued to operate during the global crisis and lockdown.



The sector's quick transition to remote working, supported by agile regulatory measures and the opening up of ISP protocols to enable home working, further solidified South Africa's reputation as a dependable service delivery location.

Workforce and Labour Pool

South Africa's workforce is one of its greatest assets. With a population nearing 63 million, including a significant English-speaking population, the country offers a large, motivated, and trainable talent pool, particularly among the youth (aged 18-35). Key features of this workforce include:

63M+
Total Population

31M
English Speakers

2.6M
Addressable Talent Pool

21,000
Monthly Ramp-up Capacity

- A well-matured domestic industry producing high-calibre and experienced management.
- An addressable, youthful talent pool of over 2.6 million, of which 733,717 are considered to have B2 English-speaking voice and written capabilities and monthly ramp-up speeds of over 21,000 candidates without depleting the talent pool (according to Genesis GBS).
- Globally recognised neutral English accent supported by high emotional intelligence (EQ) and strong cultural affinity to the UK, Australia, and North America.
- Availability of experienced talent across multiple cities and a supplementary talent pool via impact sourcing.

Impact Sourcing

South Africa is the birthplace of Impact Sourcing, where the Global Impact Sourcing Coalition (GISC) was launched in 2016 by the Rockefeller Foundation and local partners, including BPESA and Harambee, as part of the Digital Jobs Africa initiative. This hiring methodology has been widely adopted by global brands and BPO operators. The South African BPO/GBS sector embraces Impact Sourcing as a recruitment and hiring model, which promotes inclusive hiring and sustainable supply chains.

BPESA, with local organisations, continues to showcase innovation and lead the adoption of Impact Sourcing to create jobs for individuals from marginalised communities.

25%+
Market Share via Impact Sourcing

30%
Trending Quarterly Results

20%
Required for Incentives

2016
GISC Launch Year

National GBS incentives managed by the dtic have embedded Inclusive Hiring (a subset of Impact Sourcing) into the fundamentals of the incentives, where 20% of new recruits need to be inclusively hired to qualify for the incentives. Impact Sourcing now makes up over a quarter of South Africa's BPO/GBS market, with quarterly results trending at over 30%, particularly in contact centres, providing stable, motivated workers who deliver exceptional results.

> Impact Sourcing has been shown to have a positive, sustainable impact on the hired individuals, their families, and communities, as well as an advantageous influence for clients and customers, showing commercial benefits for the hiring organisations and operations.

Deep Domain Skills

Given that the South African customer contact industry has a sound reputation for being mature and highly experienced, the country is well positioned to significantly expand its GBS/BPO offerings to embrace more specialised niche operations.

From this base, the South African GBS/BPO industry is ideally placed to address global delivery expansion from all types of customer contact centres to non-traditional areas, such as legal and healthcare, retail, telecom, travel, utilities, analytics, game development, mass communication & broadcasting, and learning management.

Other specific areas of well-proven GBS/BPO experience and expertise include:

Banking, Financial Services and Insurance (BFSI)

- Payroll
- Financial Processes & Control
- F&A Strategy
- Financial Planning & Analysis
- Procure-to-pay Services
- Order-to-pay Services
- Order-to-report Services
- Actuarial & Technical Accounting



- Annual & Technical Accounting
- Annual External Reporting
- Regulatory / Statutory Reporting & Compliance
- Mergers and Acquisitions
- Debt Recovery & Customer Credit Lifecycle Management
- Credit Lifecycle Management - Debt Rehabilitation Capabilities - Debt Counselling & Management, Debt Consolidation, Debt Mediation, Debt Settlement, Debt Advice, Debtor Rehabilitation, Financial Education and Budgeting Assistance, Blacklist Removal, Credit Monitoring
- Arrears and Final Notice
- Retail Service Collections
- Credit Card Debt and Financial Services - Vehicle Finance, Home Loans, Retail Credit, Personal Credit
- Utilities Collections

Alternative Legal Services (ALS / LPO)

- Review and Management
- Contract Drafting
- Standardised Document Drafting
- Integrated Legal Services
- Compliance Assistance
- Legal Research
- Legal Writing
- Legal Analysis

ICT & Digital (ITO)

- IT Helpdesk Support
- Data Analytics / Science
- Software Development,
- Creative Design
- UX Development
- Content Moderation
- Application and Support Management

Contact Centres (CC)

Finance and Accounting (FAO)

Human Resources Outsourcing (HRO)

Procurement Outsourcing (PO)

Creative Design Outsourcing (CDO)

Knowledge Process Outsourcing (KPO)

Back Office Services

- Operations or Administration Support
- Transaction Processing
- Order Fulfilment
- Other: Document & Case Management, Data Entry, Data Management, Compliant Closures, Loan Initiation, Reference Checks



South Africa boasts a large, growing, and reliable pool of exceptional professional skills and talents to fuel this potential growth. This is showcased in BPESA's 2024 South Africa Professional & Shared Services Value Proposition Report produced by Genesis GBS. Some key numbers bearing this out include:

12,800
Master's Degree Graduates/Year

45,000
Research & Social Sciences Graduates/Year

5,000+
Legal Graduates/Year

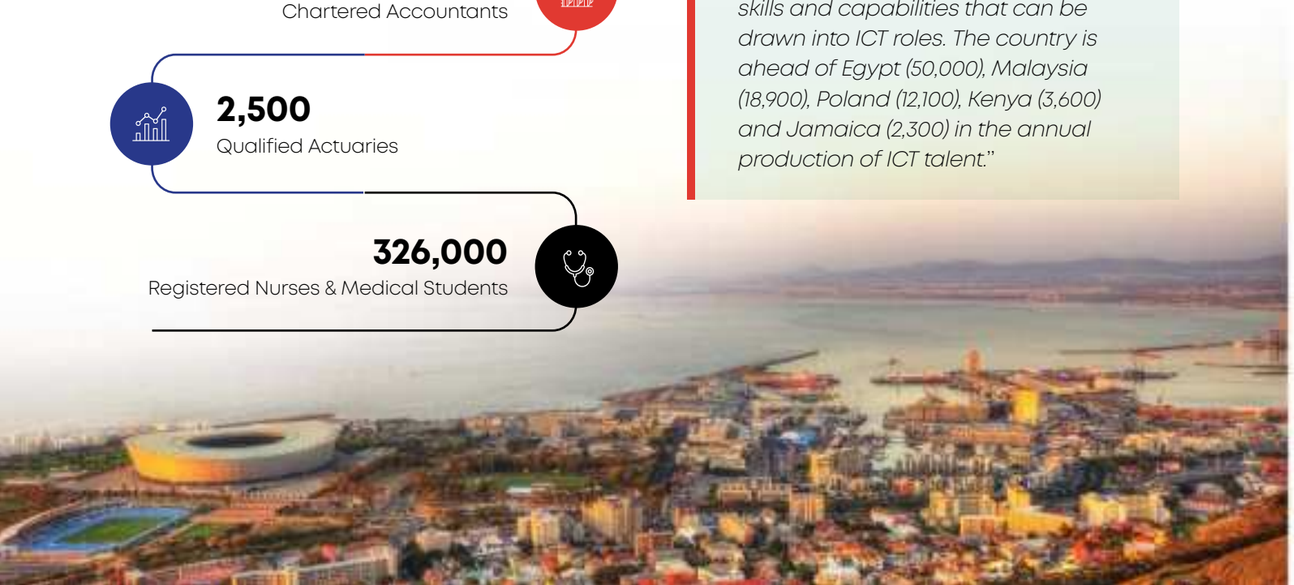
67,000+
ICT & Science Graduates/Year

54,000+
Legal Professionals

48,000+
Chartered Accountants

2,500
Qualified Actuaries

326,000
Registered Nurses & Medical Students



According to BPESA's 2024 South Africa Digital and ITO Value Proposition Report produced by Genesis GBS, the country has a broad reach of well-qualified, experienced and certified technology professionals.

190,000
Cisco Digital & Cyber Security Trained

260,000
Cisco Networking Academy Graduates (50% Women)

100,000
AWS Cloud Skills Trained (Since 2017)

11,000+
SAP-Certified Professionals

Genesis GBS further reports that with 67,000 Annual Engineering, Technology, Science and Mathematics University Graduates that can be drawn on as ICT Talent, '' *South Africa has a sizeable pool of graduates with a strong understanding of technology and a keenness to grow their tech skills and capabilities that can be drawn into ICT roles. The country is ahead of Egypt (50,000), Malaysia (18,900), Poland (12,100), Kenya (3,600) and Jamaica (2,300) in the annual production of ICT talent.*''

Incentives

South Africa's cost competitiveness was previously further augmented by a national GBS incentive programme, launched in 2008 and having undergone four iterations through to 2025. The incentives were designed to support organisations either locating service delivery centres in South Africa or outsourcing to third-party operators (BPOs) already located in South Africa, they offered significant value for job creation. Key features of the national incentives included:

- A 5-year, opex-based cash incentive.
- Targeted youth employment and support for impact sourcing and inclusive hiring.
- Incentives for new jobs were created to service a global customer and were sustained for over five years.
- An additional 8-10% reduction in opex was above the embedded cost savings when being serviced out of South Africa.

With the maturing of the sector, the national incentives have been suspended, where regional incentives remain.

Other relevant National and Provincial Incentive Programmes

- Employment tax incentives.
- Special Economic Zone (SEZ) incentives.
- Global Business Services incentives.
- SETA Learnerships.

Digital-Specific Support Initiatives

- Multiple Youth Accelerator and funded Skills Initiatives supported by philanthropic, government and private sector.
- Work readiness and tech skills development programs.
- Digital Innovation Precinct and academies for skills development.
- Government-funded, work-based learning programs.
- Skills supply chain programs.
- Impact sourcing programs.

Delivery Locations

South Africa's time zone (GMT +2) aligns with Central European Time, making 'Follow-the-Sun' and 24x7 BPO operations for European, UK, US, and Australian markets proven and practical.

GMT +2
Time Zone Alignment

24x7
Follow-the-Sun Operations

4 Markets
EU/UK/US/AU Coverage

Proven
Track Record

trilogy
ai enabled bpo

Human Empathy, AI Accuracy

trilogy
ai enabled bpo



Offshore to South Africa

Make Customer Engagement Simple with a leader in Digital & AI-Enabled Contact Centres



Global Capability Centres (GCC)

Build your own contact centre in South Africa with a trusted partner to set up and mitigate risk



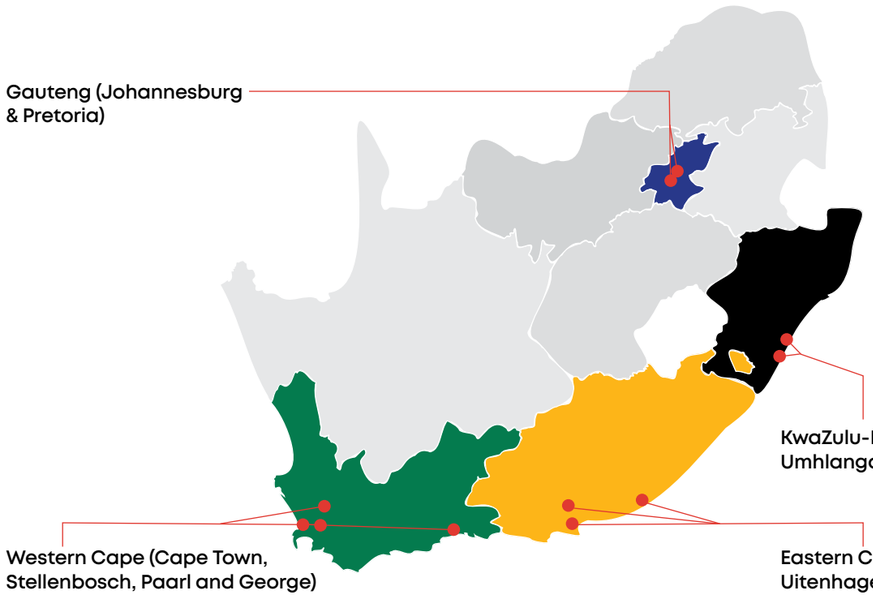
Proven, Customer-Ready AI

Trust the people who have built several award-winning digital and AI platforms for our clients

www.trilogybpo.com

Primary Locations for BPO/GBS Services

South Africa's BPO/GBS industry is centred around four main geographical hubs, with several emerging Tier II & III cities as well as Township Hubs:





Gauteng (Johannesburg & Pretoria)
Gauteng is the national business hub and home to 29 Fortune 500 companies, with most domestic and multi-national headquarters close to the JSE and government administration. It boasts the largest provincial economy in South Africa and the 7th largest economy on the African continent. Gauteng houses 65% of the province's domestic services activity and about 15% of the international BPO activity. A melting pot of cultures with an active outdoor lifestyle enjoying the country's mildest and most pleasant climate. With 24,3% of the country's population housed in the province, it is also more crowded than the other regions, offering a wide, accessible range of talent for employment. Johannesburg has been called 'the New York of Africa'. Deep domain skills across banking, financial services, insurance, and digital and ICT.

NUTUN
ONSHORE, NEARSHORE
OFFSHORE
We are your leading provider of 1st and 3rd party collections and customer experience services
Our experienced, highly-trained call center agents service businesses across the world, in Europe, the USA, Canada, and Australia
TRANSFORM YOUR FUTURE
Let us lead the way
www.nutun.com



KwaZulu-Natal (Durban, Umhlanga and Ballito)
Imbued with an irresistible vacation atmosphere, Durban is known for the idyllic beaches of the Golden Mile, its world-class surf spots supported by the warm Indian Ocean, whale watching in the winter months and its active Indian community and numerous game reserves including the beautiful Drakensberg Park and mountain range. The region is widely recognised for its excellent sales service and collections, as well as its contact centres, IT and helpdesk support and large-scale BPOs serving domestic and global markets. The north-south population/residential sprawl coupled with good road infrastructure/network means quick and easy access to business centres and little or no traffic congestion for the talent pool. The second most populous province, housing 20% of the country's population, means that for BPO/GBS operators, untapped areas remain, like Pinetown and Pietermaritzburg to the west and Ballito and Stanger to the north.

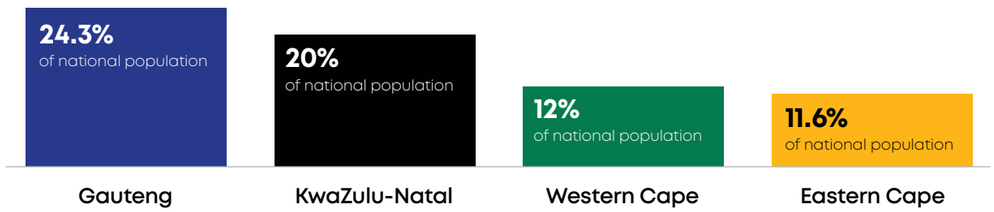


Western Cape (Cape Town, Stellenbosch, Paarl and George)
The Western Cape region, the most southern tip of Africa, is considered one of the most attractive tourist hot spots in the world thanks to its iconic Table Mountain, blue flag beaches, and fields of Fynbos making up the world's smallest, yet most diverse flora kingdoms. A melting pot of eclectic cultures, home to the world-renowned Cape Winelands, breathtaking wine farms and multiple global award-winning vintages. Also, it is home to the country's largest BPO providers and hosts 47% of the current BPO export services. The region houses 12% of the country's population. It is known for exceptional customer service, supported by the bustling tourism and retail market. BPO's have started to expand across the province (state) out of Cape Town central to areas such as Stellenbosch, Paarl and George.



Eastern Cape (Gqeberha, Uitenhage, KuGompo City)
South Africa's second largest province (state) in size with 11,6% of the country's population and the birthplace of many of South Africa's anti-apartheid activists, including the iconic Nelson Mandela. An emerging Tier II region, the Eastern Cape, besides its natural beauty, offers an exhilarating experience for visitors with the bustling port cities of Port Elizabeth (re-named Gqebertha), Uitenhage and KuGompo City (East London) that contain pockets of contact centres with BPO and CX skills and expertise and access to a rich talent pool of tertiary graduates. The Eastern Cape is considered a viable Tier II region with a growing number of domestic and international BPOs and local captive sites establishing themselves in the province. With growing BPO and CX skills and access to a rich talent pool of tertiary graduates, several BPOs are looking at the province as an additional local region to service global customers; the region houses just under 2% of the export BPO market yet brags some of the best CX results across multi-site set-ups.

Population Distribution Across Hubs



Infrastructure

South Africa boasts the continent's most advanced telecommunications infrastructure, with a network that is 99.9% digital.

South Africa Connect is the government's national broadband policy and associated strategy and plan. The vision for broadband in South Africa is "a seamless information infrastructure by 2030 that will underpin a dynamic and connected vibrant information society and a knowledge economy that is more inclusive, equitable and prosperous." Revised SA Connect Phase 2 targets universal access, minimum 5Mbps (households), 10Mbps (government), and 80% coverage by 2030.

99.9% Digital Network Coverage

100% Universal Broadband Access Target

80% Broadband Coverage by 2030



Global Links

South Africa has a low latency, stable, geo-redundant networking system with undersea cables connecting the country to the global communications grid via multiple carriers, significantly increasing international internet bandwidth since 2017.

South Africa's total international internet bandwidth (Mbps) capacity increased significantly from 2017. According to The South African regulatory body for telecommunications, ICASA, international outgoing bandwidth increased by 81.2% to 244,006 Mbps, and incoming Internet increased by 50.9% to 366,394. Key undersea cables include EASSy, WACS, SEACOM, SAT-3/SAFE, and SAex. South Africa's undersea cables link the country to the global communications grid and include:

Carrier/Cable/System	Capacity
East African Submarine Cable System (EASSy)	36 Tbps (36,000 Gbps)
West African Cable System (WACS)	14 Tbps (14,000 Gbps)
Seacom	1.5 Tbps (1,500 Gbps)
SAT-3/SAFE	800-920 Gbps (0.8 - 0.92 Tbps)
SAex	108 Tbps (108,000 Gbps)

Bandwidth Growth Since 2017

62M Increase in Outgoing Bandwidth | **244,006** Mbps Outgoing Capacity | **366,394** Mbps Incoming Capacity

Governance, Standards, and Security in South Africa's BPO Sector

South Africa is home to a highly developed economy and advanced infrastructure, SA is home to more than 40% of Africa's billionaire companies. The country is renowned for its innovative and entrepreneurial spirit, emphasising organisational and personal growth. This progressive environment extends to the BPO and contact centre industry, and the Professional and Shared Services sector. South Africa is a global leader in operational standards and data protection.

Business governance in South Africa is well-regarded globally, underpinned by a robust regulatory framework and best practices that ensure transparency, accountability, and sustainability. Here are some key aspects of business governance:

75% of Africa's Largest Companies Hosted

Global Leader in Operational Standards

Advanced Data Protection Framework

The King Commission on Corporate Governance

The King Reports are a series of influential guidelines on corporate governance established by the King Committee on Corporate Governance in South Africa. They are globally respected and have significantly shaped South Africa's and other countries' governance practices. The most recent edition is King V.

King V Report (2025): Builds on earlier editions while simplifying the framework and reducing the number of principles. King V continues to be principle based rather than rule based, promoting a holistic approach to governance. It places stronger emphasis on ethical leadership, transparency, stakeholder inclusivity, and accountability across private, public, and non-profit sectors. It also introduces stronger governance guidance for digital technologies and artificial intelligence.

ISO 18295



Ethical Leadership | **Sustainable Development** | **Integrated Thinking**

Stakeholder Inclusivity | **Social Impact Focus**

BPO and Contact Centre Standards

South Africa is internationally recognised as a customer contact centre operational standards pioneer. In 2008, it became the first country in the world to establish national (gazetted) standards for the operation of contact centres, known as SANS990-1/2/3. These local standards laid the groundwork for developing the ISO Service Standards for Customer Contact Centres (ISO 18295: I & II), first published in 2017. South Africa has played a leading role in the development and ongoing refinement of the ISO 18295 standards. The ongoing refinement of these standards continues to be guided by a South African committee of experts, the South African Bureau of Standards (SABS), and other key industry stakeholders. This commitment to high standards ensures that South African

Knowledge-led sourcing for better outsourcing decisions

The Knowledge Group (tkg) supports organisations sourcing BPO and business services in South Africa and beyond to make informed decisions by replacing assumption with market insight and data.







How we help buyers achieve better outcomes

We support buyers and procurement teams by:

Benchmarking costs against current, real market data
Providing transparent, independent insight, not supplier-led views
Taking a whole-of-market approach, not fixed shortlists
Acting solely in the buyer's best interests
Deep, practical knowledge of the South African BPO & GBS market

Practical benchmarking, applied early

Our benchmarking toolset covers BPO, technology, and wider business services, supporting sourcing, renewal, and cost optimisation decisions.

Start with a free consultation

If you are sourcing, re-sourcing, or reviewing suppliers, speak to us.

Book a free consultation to see how independent market insight can improve your sourcing outcomes.

www.welovetoknow.com

www.linkedin.com/company/welovetoknow/

hello@welovetoknow.com

tkg.

contact centres operate excellently, contributing to the country's reputation as a reliable and high-quality service delivery location. Numerous BPOs and Contact Centers are certified against ISO 27001 and the 9000 family of standards.

2008
First Country to Establish National Contact Centre Standards (SANS990)

2017
ISO 18295 Standards Published (SA-Led)

Current
ISO Secretariat & Global 18295 Convener

Protection of Personal Information and Data Privacy

South Africa's commitment to data privacy is exemplified by the Protection of Personal Information Act (POPIA), one of the most comprehensive data protection legislations globally. Enacted to align with international best practices, POPIA is considered more stringent than the European Union's General Data Protection Regulation (GDPR), the United States' California Consumer Privacy Act (CCPA) and Lei Geral de Proteção de Dados (LGPD) in Brazil. POPIA sets forth stringent conditions for the lawful processing of personal information, ensuring that both natural and juristic persons' data are protected. The Act aims to balance the constitutional right to privacy with the right of access to information, providing a robust framework that aligns South Africa with global standards in data protection.

POPIA Compliance | **ISO 27001 Certified** | **ISO 9000 Family** | **GDPR Alignment** | **Global Best Practices**

In summary, South Africa's governance, standards, and security frameworks across business and in the BPO/GBS sector are world-class, ensuring that businesses can confidently operate in a secure, well-regulated, and socially conscious environment. Whether through its pioneering contact centre standards or stringent data protection laws, South Africa demonstrates a strong commitment to maintaining operational excellence and data privacy.



Domestic Air Travel

South Africa boasts a well-developed domestic air travel network, connecting major cities and regional hubs with frequent and reliable flights. The primary domestic routes link Johannesburg, Durban, Cape Town, George, and Gqeberha (formerly Port Elizabeth), ensuring business and leisure travellers can easily reach key destinations nationwide.

Gauteng: Johannesburg
Johannesburg is served by two major airports

OR Tambo International Airport
The largest and busiest airport in South Africa, it is a central hub for domestic flights, offering numerous daily connections to other major cities such as Cape Town, Durban, George, and Gqeberha. Airlines, including South African Airways, FlySafair, and Airlink, provide frequent services from OR Tambo, ensuring efficient and convenient travel. Ground travel to and from the airport is efficiently supported by the Gautrain, which is an 80-kilometre high-speed express commuter rail system in Gauteng, South Africa, which links Johannesburg, Pretoria, Kempton Park and O. R. Tambo International Airport. It takes 15 minutes to travel from Sandton to the airport.

Lanseria International Airport
Lanseria is a smaller but increasingly popular alternative located northwest of Johannesburg. It offers domestic flights primarily to Cape Town, Durban, and George. Lanseria's accessibility and less congested environment make it a preferred choice for many travellers, particularly those on the northern side of Johannesburg.



Western Cape
Western Cape has two airports

Cape Town
Cape Town International Airport is one of Africa's busiest airports and has won the Best Airport in Africa award for nine consecutive years. It connects the Mother City with the rest of the country through several daily flights. The routes between Cape Town and Johannesburg are among the busiest, with multiple flights available throughout the day. Cape Town also offers direct flights to Durban, George, and Gqeberha, ensuring seamless connectivity across the country.

George
The second largest city in the Western Cape Province (State), located along the picturesque Garden Route, George Airport serves as a key regional airport. Daily flights connect it to Johannesburg (OR Tambo and Lanseria) and Cape Town. The airport is crucial for accessing the surrounding areas known for their natural beauty and outdoor activities.

KwaZulu-Natal: Durban

King Shaka International Airport
King Shaka International Airport near Ballito, Umhlanga and Durban is a key gateway to the KwaZulu-Natal province. Durban is well-connected to Johannesburg and Cape Town, with multiple daily flights ensuring quick access to South Africa's business and leisure hotspots. The airport also services smaller regional airports, including those in George and Gqeberha.



Eastern Cape
Eastern Cape has two airports

Gqeberha (Port Elizabeth)
Gqeberha Airport, serving Nelson Mandela Bay and surrounding the broader Eastern Cape region, offers direct flights to Johannesburg, Cape Town, and Durban. The airport is a vital link for business and tourism in the region, providing easy access to the Eastern Cape's attractions and growing business centres.

KuGompo City: King Phalo Airport
East London's: King Phalo Airport is not only a crucial link in the cargo chain but plays an important role in the growing economy of the Eastern Cape, offering a growing number of domestic flights per day supporting the Wild Coast side of the province (state).

Major Domestic Route Network

JNB ↔ CPT Busiest Route Multiple Daily Flights	**JNB ↔ DUR** Business Hub Connection
CPT ↔ DUR Coastal Connection	**JNB ↔ GRJ** Garden Route Access
CPT ↔ PLZ Eastern Cape Gateway	**All Cities** Interconnected Network

These well-established domestic routes make it easy to travel within South Africa, whether for business or pleasure. They ensure that key destinations are just a short flight away and day visits to other cities are commonplace.

Energy

South Africa boasts a well-developed electricity network and enjoys one of the highest electricity access rates in sub-Saharan Africa, underscoring the country's commitment to infrastructure development. While it is true that the state-owned electricity provider, Eskom, has faced historical financial and operational challenges, the country is actively addressing these issues with a forward-looking approach.

Eskom's challenges include ageing infrastructure and increasing demand from both industrial and domestic sectors due to economic and population growth which has occasionally resulted in supply constraints and the implementation of efficiently scheduled power outages, commonly known as 'Load Shedding.' Scheduled outages are well communicated, and all businesses and citizens know when planned outages will occur due to several available "load-shedding" communication apps. These challenges have spurred innovation and resilience within South Africa's business environment, particularly in the BPO and contact centre sectors.

Most BPO and contact centre operators in South Africa have proactively invested in robust energy solutions to ensure uninterrupted operations. Most businesses and many BPOs have implemented advanced solar power systems and standby diesel generators, ensuring their services remain reliable and continuous, even during load-shedding hours and offer several days of uptime. This strategic approach safeguards business operations and contributes to the country's growing trend of renewable energy adoption.

Advanced Solar Power Systems

Standby Diesel Generators

Load-Shedding Communication Apps



Capita

CX lessons from South Africa

> **Capita** is a leading international business process outsourcing provider. We provide transformational customer experience management services that are **driven by data, enabled by technology, powered by people.**

While blending cutting-edge AI and automation with deep operational expertise to create agile, intelligent, and customer-focused contact centre solutions, we drive efficiency, growth, and customer satisfaction across more than 100 million customer interactions every year.

Together, this combination of advanced capability with deep human insight forms the foundation of how we deliver exceptional customer experiences worldwide.

Delivering CX for our clients

In customer experience, the most valuable insights rarely come from boardrooms. It starts on the contact centre floor, in the pace of back-to-back calls, the difficult escalations, the peer-to-peer coaching in the quiet moments, and the routines that keep service consistent day after day. At Capita, we know that when we listen to the people who speak directly to customers, we don't just solve for customers' problems, we improve how they feel and how our teams thrive.

South Africa is one of the places where this truth becomes unmistakably clear. With vibrant culture, linguistic diversity, and a workforce defined by adaptability and empathy, our South African teams bring strengths that resonate across every market we serve. They don't only handle complex customer journeys, they elevate them.

1. Design environments that nurture empathy
In South Africa, empathy is not viewed as a personal trait, it's a collective practice. Teams support each other emotionally, coach each other openly, and create spaces where people feel safe to learn and grow. That shared humanity directly influences how customers are treated.

2. Resilience works best when it's built in
While many of us talk about resilience only during moments of disruption, South African teams model resilience every day. It shows up in how they plan for uncertainty and maintain consistency under pressure. Clear processes and visible support reduce both customer frustration and employee fatigue.

3. Coaching cultures outperform script cultures
Scripts and prompts are helpful, but real quality comes from the ability to think, adapt, and respond with judgement. Our teams excel because coaching is ongoing, embedded, and practical. When teams use professional judgement, customer conversations become more natural and effective.

4. The best technology complements a great process
Customers don't care about features. They care about solutions. And agents can only deliver those solutions when the systems around them reduce friction rather than create it. The customer experience must be measured in human terms: better supported agents, clearer journeys for customers, and fewer repeat contacts.

5. Career pathways strengthen customer experience
CX roles in South Africa are genuine careers, pathways that build communication skills, confidence, and leadership. When people can see their future, they show up differently today. Investing in people is investing in experience quality.

6. Inclusion is a daily operating practice
Inclusion is the everyday experience of being respected, heard, and understood. Our South African colleagues emphasise the importance of being asked for their perspective meaningfully, not as a formality. When people feel valued, they contribute more, and customers feel the difference.

What Capita brings to CX

We're building a global CX culture strengthened by local insight. The principles guiding us include:

1. Local voices shaping process design
2. Capability-first quality driven by coaching
3. Human-centred technology that reduces effort
4. Everyday inclusion as a performance foundation
5. Development pathways tied directly to customer outcomes

Local voices, global strength
Customer experience improves because people show up, one conversation, one moment of empathy, one act of care at a time. Our teams in South Africa remind us that capability grows when supported, inclusion works when operationalised, and resilience is strongest when woven into daily practice.

At Capita, we're proud to learn from our teams in South Africa, and to carry those lessons into every market we serve.

"We don't see service as 'doing a task.' We see it as being responsible for how someone's day turns out—especially when they're frustrated or worried."
Wynne Davids, Operations Director

South Africa's focus on improving energy sustainability and integrating renewable energy sources reflects its broader commitment to enhancing its infrastructure. As the country continues to invest in and diversify its energy mix and expand the network of private power producers, businesses can expect greater stability and reliability, reinforcing South Africa's position as a dependable and forward-thinking destination for BPO and contact centre services.





SPECIAL NOTE

South Africa's state-owned electricity provider, Eskom, has successfully managed to curtail load shedding, maintaining a more stable energy supply since April 2024. This improvement in energy reliability strengthens South Africa's value proposition for the BPO and GBS sectors, where operational continuity is critical. The curtailment of load shedding demonstrates the country's resilience and commitment to addressing energy challenges, reducing disruptions and enhancing South Africa's attractiveness as a dependable offshore location. This stability ensures businesses can operate efficiently without the frequent need for costly backup power solutions, reinforcing South Africa's competitive edge in delivering high-quality, uninterrupted services to global clients.

Lifestyle in South Africa: A Blend of Natural Beauty and Modern Comfort

South Africa is a country of extraordinary natural beauty, offering a high-quality lifestyle that is hard to beat. With world-renowned wildlife reserves, stunning blue-flag beaches, and various regional climates, South Africa provides an ideal environment for relaxation and adventure. From the subtropical north coast of KwaZulu-Natal to the lush, winter-rainfall regions of the Western Cape and the rugged deserts of the west coast and Karoo, the country's landscapes are as diverse as they are breathtaking.

Natural Beauty

Blue-flag beaches, wildlife reserves, diverse climates from subtropical to desert landscapes

Active Lifestyle

Year-round outdoor activities including hiking, cycling, golfing, and water sports

Cultural Diversity

The Rainbow Nation - melting pot of indigenous and international cultures

There are endless opportunities to explore nature, with national parks, game reserves, and beautiful beaches that offer everything from safaris to surfing. The mild climate encourages an active, outdoor lifestyle year-round where locals and visitors can enjoy various activities, including hiking, cycling, golfing, and water sports. South Africans are outdoors people, and the country brags many of the world's most iconic and largest outdoor events, which draw visitors from around the globe. These include open water swims, cycling events, and running races (Open water swim - Midmar Mile, largest timed cycling event – The Cape Town Cycle Tour,





world's most beautiful marathon – Two Oceans (ultra) Marathon, Comrades Marathon, the largest and oldest ultramarathon in the world (to name a few).

Midmar Mile

Largest open water swim

Cape Town Cycle Tour

Largest timed cycling event

Two Oceans Marathon

World's most beautiful marathon

Comrades Marathon

Largest & oldest ultramarathon



Often referred to as The Rainbow Nation, South Africa is a melting pot of indigenous and international cultures, creating a vibrant and inclusive society. This cultural diversity is seamlessly woven into the social fabric, languages, cuisine, traditions and celebrations, giving rise to a unique and proudly South African identity. For investors, business travellers, and expatriates, South Africa offers an exceptional quality of life, combining world-class business and commercial infrastructure with top-notch amenities.

Residents and visitors alike enjoy access to fine dining, indoor and outdoor entertainment and sports, and a robust network of internationally accredited schools and cutting-edge, easy-to-access medical facilities.





Whether you are relocating for business or pleasure, South Africa provides a range of housing options to suit every need—from modern apartments in bustling city centres to secure family homes in suburban estates, all conveniently located near essential services, sprawling malls, and recreational facilities.

South Africa has a robust expat community, especially in cities like Cape Town, Johannesburg, and Durban. Newcomers will find support networks, expat clubs, and online communities that make settling in, meeting people, and building a social life easier. Those relocating to South Africa will find that the country's affordability and high standard of living make it an attractive destination for long-term stays. The ease of finding temporary or permanent accommodation, coupled with the country's natural beauty and modern comforts, ensures that life in South Africa is both comfortable, enriching, and fulfilling.

Fine Dining
World-class restaurants and diverse cuisine options

Education
Internationally accredited schools and institutions

Healthcare
Cutting-edge, easily accessible medical facilities

Housing
Modern apartments to secure suburban family homes

Expat Community
Strong support networks and social communities

Affordability
High standard of living at attractive cost levels



Real People – Real Stories

trilogy ai enabled bpo GOLD PARTNER

Experiences of Outsourcing and Life in South Africa

This section delves into the personal and professional journeys of executives, expat families, and young professionals who have embraced South Africa as a destination for outsourcing and relocation. Through candid interviews, these "Real People" share their insights on why they chose South Africa, the benefits they've experienced, and how they've adapted to life in this vibrant and diverse country. Their stories provide a unique perspective on the impact of South Africa's growing BPO and GBS sectors.

From Bristol to Braai
The Smiths' South African Adventure

Harry Smith (Father)

Moving to Johannesburg as the Campaign Manager for a large international BPO has been an incredible career boost. The work environment here is dynamic, and the talent pool is exceptional. The time zone alignment with the UK has made managing campaigns seamless, and I've been impressed with the enthusiasm and dedication of the South African teams. Beyond work, our family has embraced the vibrant culture, the sunny weather, and the warm hospitality. South Africa feels like home now, and I'm excited about the opportunities ahead.





ROZ BROOME
Consulting(Pty) Ltd

Is Your CX Contact Centre Ready to Deliver at International BPO Standards?

South African CX and contact centre operators seek international BPO contracts but often overlook whether their leadership, discipline, and governance meet global standards.



AVOID EXPENSIVE MISSTEPS

If you're considering international BPO contracts or expanding beyond South Africa, one strategic conversation at the right moment can change everything.

ROZ BROOME
CX & BPO Transition and Readiness Specialist
+27 (0) 82-602-1363
rozarozbroome.co.za
www.rozbroome.com

CX & BPO TRANSITION

CX & BPO READINESS

International buyers assess more than performance metrics. They evaluate leadership depth, governance maturity, risk controls, and your ability to scale without losing quality or culture.

TRANSITION DIAGNOSTICS

Through targeted diagnostic reviews and leadership-level discussions, I identify gaps, reduce risk, and build the capabilities required to meet international standards with confidence.

INTERNATIONAL EXPANSION

25+ Years supporting CX teams through growth, transformation, and cross-border expansion. An objective, experience-driven view of your readiness, before costly mistakes happen.

SPECIALIST PROPERTY ADVISORY FOR BPO & CONTACT CENTRE OPERATIONS

South Africa's proven partner in contact centre site selection, expansion and consolidation.

Megatrend Properties provides specialist property advisory services to BPO and contact centre operators across South Africa.

Experts in:

- Location Analysis and Talent Pool Proximity
- Multi-Site Consolidation & Scaling
- Power Resilience and Operations Continuity
- Leasing for High-Density Environments

MEGATREND PROPERTIES

Megatrend Properties
partners to the BPO sector.
Visit **MEGPROP.CO.ZA**

Bruce Abbott
Business Development
+27.72.629.1491

Janet Smith (Mother)

Relocating to South Africa was a big change, but it's been an amazing journey. I've been able to continue my passion for yoga, even opening a small studio here. The lifestyle in Johannesburg is fantastic, there's a great sense of community, and we've made wonderful friends. And let's be honest, trading in the grey skies of Bristol for the sunny South African climate has been a real treat! We've spent weekends exploring game parks and beautiful landscapes, which has been a dream come true for us as a family.



Alice Smith (12 years old)

I was worried about leaving my friends in Bristol, but now I love living in Johannesburg! Our new house is so cool, and there's a lot of space to play. I've joined a dance club at school, and I've made some really nice friends. Everyone here is super friendly, and there are so many things to do. And I love that it's mostly sunny, we can play outside whenever we want! We went to a game reserve last month, and I got to see elephants up close, it was amazing! I miss the UK sometimes, but South Africa is pretty awesome too!

Johnny Smith (14 years old)

At first, I was nervous about moving to a new country, but South Africa has been awesome! My new school is really cool, and I've made loads of friends. We get to do some amazing stuff here, like going on safari trips and playing sports outside almost every day because the weather's so good. The school is different from back home, but in a good way. I'm even learning a bit of Afrikaans, which is pretty fun. I'm glad we moved—it's been a great adventure so far!

Harry Smith (Father, additional quote)

One of the unexpected joys of living in South Africa has been embracing the local culture, especially when it comes to a braai. A neighbour taught me how to do it right, and now I'm hooked. We've had some great weekends grilling with friends under the blue skies. On top of that, playing golf here has been a revelation, the courses are stunning, and the green fees are a fraction of what I paid back in the UK. The weather is fantastic for outdoor activities. Workwise, it's been fantastic too. My team of over 200 agents, team leaders, and support staff have responded so well to my management style, and they seem to appreciate my dry UK sense of humour. It's been a rewarding experience all around.

From Seattle to the Highveld
The Andersons' New Chapter



David Anderson (Father)

When I joined CascadeBPO in 2015, I believed my career was set in Seattle. By 2021, I was the VP of Operations, overseeing two busy sites in the Pacific Northwest. I enjoyed the work, but after nearly ten years in the same environment, I was ready for a new challenge. That's when I received a call from South Africa. A leading Johannesburg-based BPO was launching a new business unit to serve major US clients, and they wanted me to lead it.

It took around six months to handle the contracting, visas, and logistics of relocating a family across continents. By the time we arrived in Johannesburg, the team had everything ready for me to start right away. Two years later, I can confidently say it was the best professional decision I've ever made. My employer has been exceptional: innovative, people-oriented, and ambitious in a way that reminds me of the early days of our industry in the US. They've trusted me to lead, provided me with the resources to succeed, and given me the freedom to build something meaningful.

The South African talent pool has exceeded every expectation. The agents and leaders I work with are smart, compassionate, and eager to grow. They welcomed me warmly, and together we've built an operation I am deeply proud of. Personally, I've traded the gray drizzle of Seattle for sunshine almost year-round, morning runs under massive African skies, and weekends spent on incredible golf courses or grilling with new friends. This experience has been life-changing.

Rachel Anderson (Mother)

I'll admit, when David first suggested moving to Johannesburg, I wasn't sure. Leaving our families, friends, and the rhythm of life we knew was daunting. But once the paperwork was behind us and we settled in, things came together faster than I expected.

I've been teaching at a local international school for nearly two years now, and the sense of community is amazing. The parents, teachers, and students come from all over the world, making it feel like a small United Nations. South Africans are wonderfully warm, and friendships develop easily. Life here has its own rhythm that I've grown to love—crisp winter mornings that feel like spring back home, weekends exploring the Magaliesberg, and occasional quick trips to Cape Town for a change of scenery. I arrived full of doubts, but now I can't imagine living anywhere else.

Ethan Anderson (16 years old)

I wasn't excited about leaving Seattle at first. I didn't want to lose my friends, and I thought life here would never feel normal. But after almost two years, I can see how much this move has helped me grow. My school is international, so I've made friends from all over the world. Rugby is huge here, and I've gotten completely into it. It's become one of my favorite sports.

The outdoor lifestyle is incredible. Safaris, hiking, and sports year-round. I still watch the Seahawks from afar, but now I feel like I have two homes: Seattle and Joburg.

Mia Anderson (13 years old)

Moving to South Africa sounded scary at first, but it's been amazing. We have a house with a pool, which was a dream come true. School is so much fun, with clubs and events where I get to dance and perform. The teachers encourage us so much, and it's made me more confident.

I've made great friends, discovered new favorites like biltong, and even learned a bit of Afrikaans. Our weekends are filled with adventures, whether it's going to a game reserve or finding a new café in Joburg. I miss Seattle sometimes, but now this feels like home.



David Anderson (Father, additional reflection)

Looking back, the six months of paperwork and preparation were a small price to pay for the life we've built here. Being recruited to lead this new business unit has been a career-defining moment, but more importantly, it's given my family a new perspective on life.

My employer deserves recognition. They are innovative, value-driven, and willing to take courageous steps. That spirit is evident in every agent, team lead, and manager I work with. Together, we've demonstrated that South Africa can deliver for US clients at scale with both empathy and excellence.

Johannesburg has given us something we never had in Seattle: a shared adventure under sunny skies, where work, family, and lifestyle come together in a way I'll always cherish.

AI POWERED QA & ROOT-CAUSE INTELLIGENCE

Winning BPOs don't audit performance. They operationalise intelligence.

"We use Genii Ai at root-cause depth to uncover the real drivers behind performance gaps across compliance, CX, sales and operations, not just symptoms, but the source."

"Because insight only matters when it leads to action, Genii automatically routes every finding to analysts, coaches and leaders so issues are fixed, not just flagged."



- Fully observable Ai solution - deployed in days. Explainable. Reviewable. Auditable.
- Pinpoint whether gaps sit with agents, systems or process/policy.
- Already have the tech? We integrate. Don't? We provide the full stack.
- Choose your coverage. Automate on your terms.
- Turn QA into a competitive advantage. Win and retain enterprise contracts.
- Insights to action. Customised alerts, routing and calibration.

Ai scales intelligence. Humans shape the impact.

Scan Here



genii

+(27) 21 551 5307 | info@geniianalytics.com
www.geniianalytics.com

Flexible, On-Demand Marketing.
When you need it.

Whether you need extra marketing muscle or someone to take the reins for a while, we step in and work alongside your team. No inflated retainers. No full-time overhead. Just practical, experienced marketing support that keeps your business moving.

Think of us as your on-demand Branding and Marketing team. We fill the gaps, take ownership where it matters, and keep the momentum going, without adding permanent cost.

From ambitious startups to established businesses and multinationals needing local execution, we deliver branding that grows with you and supports where you are right now.

Our Core Services



- Brand Strategy & Positioning
- Content & Creative Execution
- Digital Marketing & Brand Building
- ATL & BTL Campaign Rollouts
- Marketing Project Management

Call us when you're launching, transitioning, growing, repositioning or just overloaded.

We're ready when you are: **hello@orchestrasolutions.co.za**

ORCHESTRA.
BRAND SOLUTIONS

From Cincinnati to Durban
Brad's Leap of Faith



Brad Miller (29 years old)

I've been in the contact center industry since graduating high school. Over the years, I worked my way up from answering phones to campaign management, spending most of my time in Cincinnati. I liked the work, but eventually I felt stuck in the same routine. Everything changed when I was sent to Durban to help train a team on a new client campaign. I figured it would be a short trip, a couple of weeks of work, some sunshine, and then right back to my regular life.

Durban completely caught me off guard. I fell for the place almost instantly. The people were friendly, the energy was infectious, and the lifestyle felt like a breath of fresh air. During the day, I was at the office, but by late afternoon, I was jogging along the promenade or learning to surf with colleagues who quickly became friends. Evenings were filled with delicious food, live music, and laughter. On the flight back to the US, I realized I couldn't go back to the same old routine. Within days, I was asking about a permanent transfer. Six months later, I came back; this time with a one-way ticket.



On Work

Professionally, Durban has been a turning point. Since day one, the company has made me feel valued. They trusted me with real responsibilities, welcomed my ideas, and supported me completely. The leadership is entrepreneurial, focused on growth, and committed to building something meaningful. As a proudly South African-owned BPO, they bring an energy that is ambitious but always grounded in people and community.

What I admire most is the balance they maintain. They invest heavily in new technologies and AI to stay ahead, but they never lose sight of the human element. Clients, employees, and the community come first. I work with some of the sharpest, most passionate colleagues I have ever met, and the collaborative culture makes the work truly exciting.

The company also takes its social responsibility seriously. They create opportunities for young people from disadvantaged backgrounds and support community projects, especially child literacy programs. Knowing that my work contributes to something bigger than just the bottom line gives me real pride. It feels like being part of something that is shaping the future of both the industry and the country.

On Lifestyle

Life in Durban feels like a total reset. My apartment overlooks the ocean, and I wake up to the sound of the waves. Back in Cincinnati, I spent hours commuting in traffic. Now, I finish my workday and in just minutes, I'm on the beach. Most evenings, I surf, swim, or run along the Golden Mile.



Weekends are for hiking in the Drakensberg, exploring the Midlands Meander, or having a braai (South African style BBQ) with friends.

The cost of living is much more affordable here. I have more space, more freedom, and enough left over to truly enjoy life. I even purchased my first car, something I never imagined I could do back home. Durban makes it easy to live well.

On Belonging

I thought I would always be the outsider, but I was welcomed in right away. I have built a circle of friends that feels like family, and I'm picking up bits of Zulu and Afrikaans, which always makes everyone laugh. Durban has given me a sense of belonging and adventure that I didn't know I was missing.

Two years ago, I was restless and unsure about my future. Today, I am running major campaigns, living steps from the beach, and building a life that feels full of purpose. Durban hasn't just been a move. It has been the start of something greater.

From the Midlands to the Cape
The Harrisons' New Life

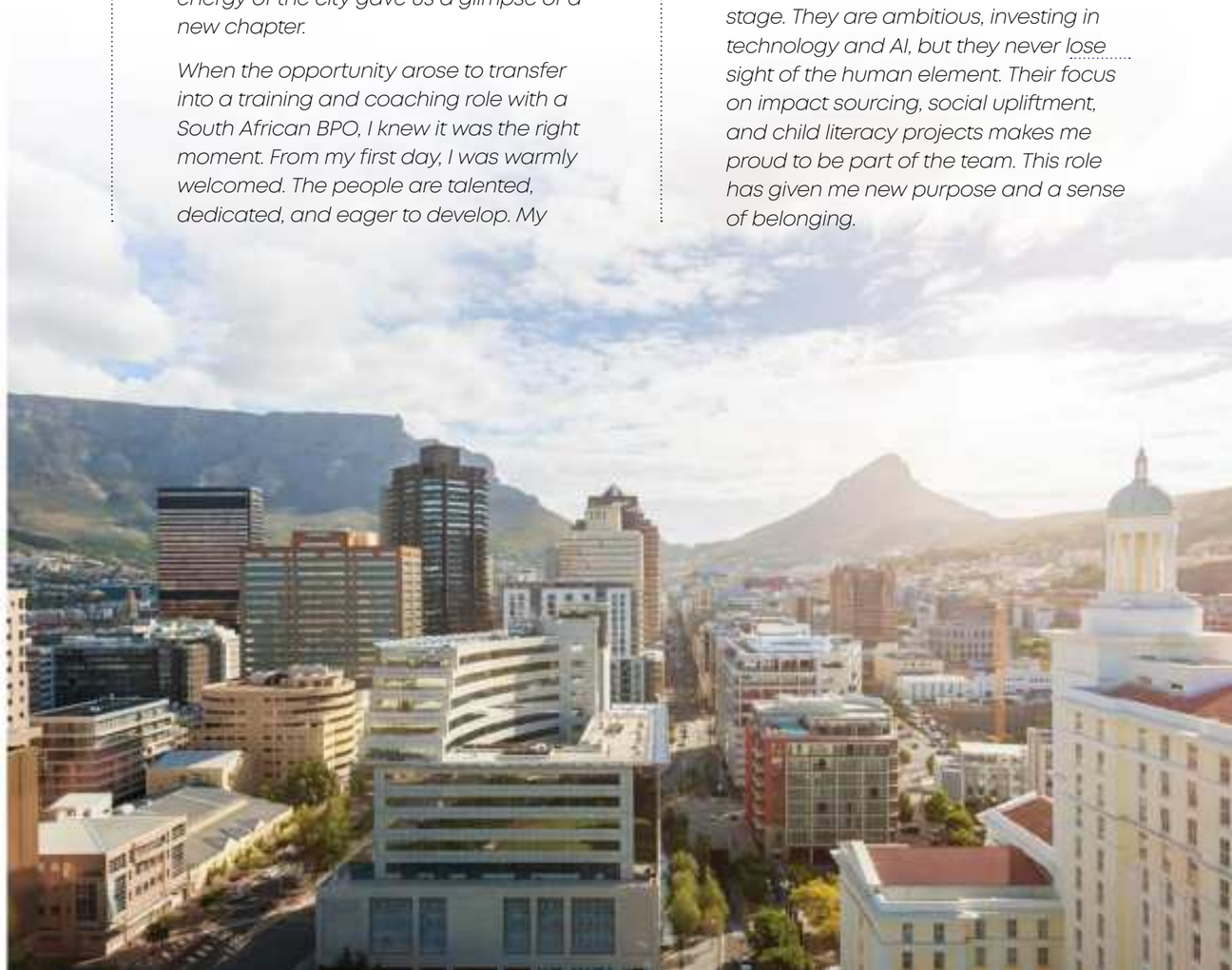
Margaret Harrison (52 years old)

I spent the past ten years working in call centres in the Midlands, mostly in customer service and quality. I enjoyed it, but after a while, both Peter and I felt ready for something new. Our son Daniel had moved to South Africa five years earlier to work as a civil engineer for a large international firm. Each time we visited him, we found ourselves falling more in love with the country, especially Cape Town. The mountains, the ocean, and the energy of the city gave us a glimpse of a new chapter.

When the opportunity arose to transfer into a training and coaching role with a South African BPO, I knew it was the right moment. From my first day, I was warmly welcomed. The people are talented, dedicated, and eager to develop. My



employer has supported me at every stage. They are ambitious, investing in technology and AI, but they never lose sight of the human element. Their focus on impact sourcing, social upliftment, and child literacy projects makes me proud to be part of the team. This role has given me new purpose and a sense of belonging.



ZAR 3,671,360

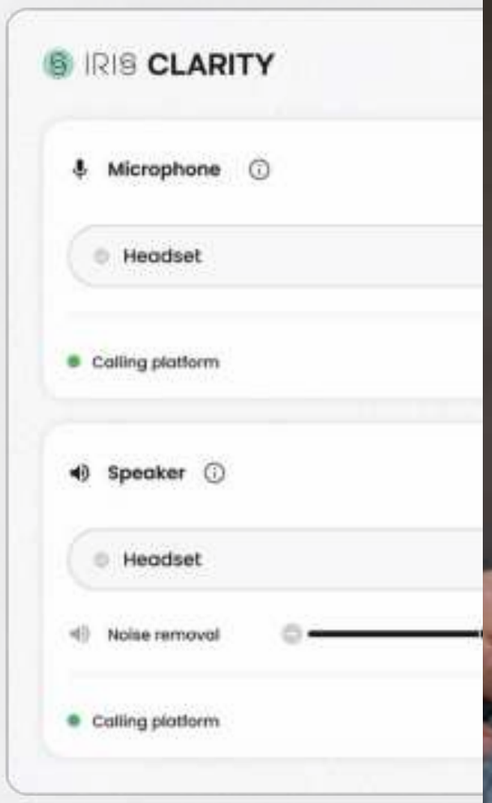
that's how much a 250 seat call centre looses per year due to repetition

Data From ContactBabel Decision Makers Guide

THE SOLUTION:

IRIS CLARITY

Real-time, bi-directional voice isolation. Eliminate background noise. Instantly enhance voice clarity.



Added Value:

- **Reduce Operational Costs**
  Less reliance on noise-cancelling headsets and soundproofing infrastructure
- **Increase Revenue Performance**
  Fewer abandoned outbound calls. Higher conversions.
- **Strengthen Regulatory Compliance**
  Prevent overheard conversations. Protect sensitive data.

Deploy Fast. Manage at Scale.

Desktop app or SDK integration.

HEAR THE DIFFERENCE IRIS CLARITY MAKES

IRIS.AUDIO/CLARITY

IRIS.AUDIO/CLARITY

Peter Harrison (55 years old)

I had been working in logistics back in the UK and was ready for a change. Cape Town has provided that. I now work with a small distribution company, and while the pace is different, the opportunities are genuine. Being close to Daniel has been the biggest reward. We see him every week, and that has brought us closer as a family.

The lifestyle here feels like a gift. I play golf more often than I ever could back home. We walk on the beaches, explore the wine farms, and enjoy the outdoors. Life has a healthier rhythm, and yet there is still a sense of growth and ambition all around us.



Daniel Harrison (28 years old)

I moved to South Africa five years ago for work, and it has been the best decision of my life. Having my parents here now feels incredible. We share Sunday lunches overlooking the ocean, and I love showing them the Cape. Sometimes it is hiking, sometimes it is the winelands, or simply a drive along Chapman's Peak.

They have settled in so naturally. My mum has adapted to her new role with ease, and my dad appears more relaxed and content than I have ever seen him. It feels as though we are not only a family again but also part of something greater here in South Africa.



Margaret (reflection)

Leaving the Midlands at our age was a leap of faith. But the rewards have been worth it. We are closer to our son, we are making a difference in our work, and every day we wake up to one of the most beautiful cities in the world. Cape Town has given us more than just a change of scenery. It has given us a new life.





Where Employee Wellbeing Meets Business Performance

A people-first model delivering stronger CX and ESG outcomes

Behind every great customer experience is a supported, engaged, and healthy workforce. At Outworx, employee wellbeing is not a benefit — it is a strategic pillar of service excellence.

The company has built a people-first operating model that places dignity, respect, and care at the centre of its culture. This commitment extends beyond the workplace into healthcare, safety, and psychological wellbeing.

In a context where access to affordable healthcare can be limited, Outworx provides all employees with access to primary medical care through its industry-leading on-site wellness clinic. Staffed by full-time doctors, nurses, chiropractor, and wellness practitioner, the clinic offers consultations and medication at no cost.



This investment removes barriers to healthcare while reducing absenteeism and improving long-term workforce stability.

> *"We have deep respect for the journeys our people are taking,"* says Hoekstra. *"They are not just employees — they are part of our family."*





Outworx maintains a zero-tolerance policy toward harassment, substance abuse, and misconduct, creating an environment of psychological safety and trust. The culture of care has resulted in exceptional employee loyalty, including multi-generational families working within the organisation.

For clients, this translates into measurable value:

- Lower attrition
- Higher engagement
- Stronger service continuity
- Reduced operational risk

It also directly supports Environmental, Social and Governance (ESG) objectives. By investing in employee wellbeing, Outworx advances fair labour practices, community development, and responsible governance.





This people-centric approach underpins sustainable growth and long-term performance — proving that doing the right thing for employees is also the right thing for business.

Outworx: A workforce built on care. A service built on trust.

For further enquiries, please email: BPO2SA@outworx.co.za

Outworx

Insights from BPESA's "South Africa's GBS Value Proposition Refresh"

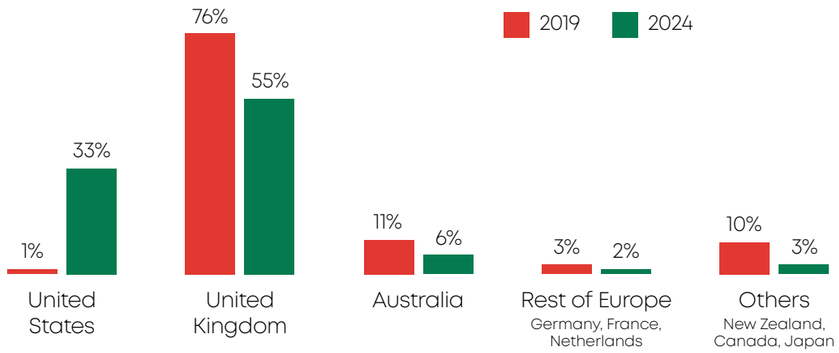
June 2025, produced by Everest Group

South Africa: Tactical advantage | source geographies served

South Africa's central location between key global regions, favourable time-zone overlap with the UK and the US, round-the-clock delivery, and strong cultural alignment with Western markets help seamlessly serve a diverse mix of geographies.

Distribution of Headcount by Source Geography

Percentage Distribution, 2019 vs 2024



65,000
2019 Headcount

150,000
2024 Headcount

2.5x
Growth in 5 Years

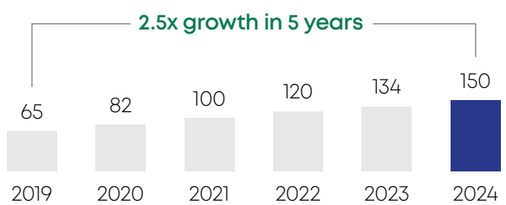
Note from publisher: Despite a seeming reduction in percentage for certain source geographies, the overall headcount grew by 2.5x in the 5 reported years.

Global services landscape in South Africa

South Africa's global services market has experienced tremendous growth over the years, driven by continuous job creation and a business-friendly environment

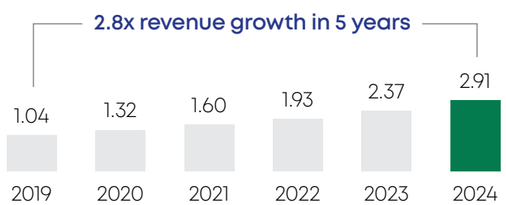
Global services headcount[1] and growth in South Africa

2019-24; FTEs in '000s



Global services market revenue in South Africa

2019-24; US$ billion



[1]Reflects the headcount for global business services market, including both business process and IT services. All numbers have been rounded off to the nearest hundred Source: BPeSA, Everest Group (2025)

Proprietary & Confidential. © 2025, Everest Global, Inc. / BPESA

Functions delivered

Contact centres dominate, driven by high English proficiency, with growing roles in business process services, legal, IT, and emerging digital capabilities

Industries served

Financial services and Insurance, Retail, Telecom, Utilities and Energy, Travel and Transport, Healthcare

Source geographies

The UK is the primary client market, followed by the US, which has seen significant growth post-pandemic, as well as Australia and Europe

Growth drivers

Strong customer service culture; government support and incentives, and strong digital infrastructure are some of the major growth drivers

Quality of infrastructure

South Africa has strong IT/telecom and physical infrastructure, offering seamless connectivity to major source markets such as the UK and the US

IT/Telecom infrastructure

Leader
Mobile Connectivity Index in Sub-Saharan Africa

99%
4G coverage

25%
5G coverage

#3
Regionally in Global Network Readiness Index

Physical infrastructure

20,953
Kilometers of rail network

52
International flight destinations

750,000 km
Kilometers[1] of road network

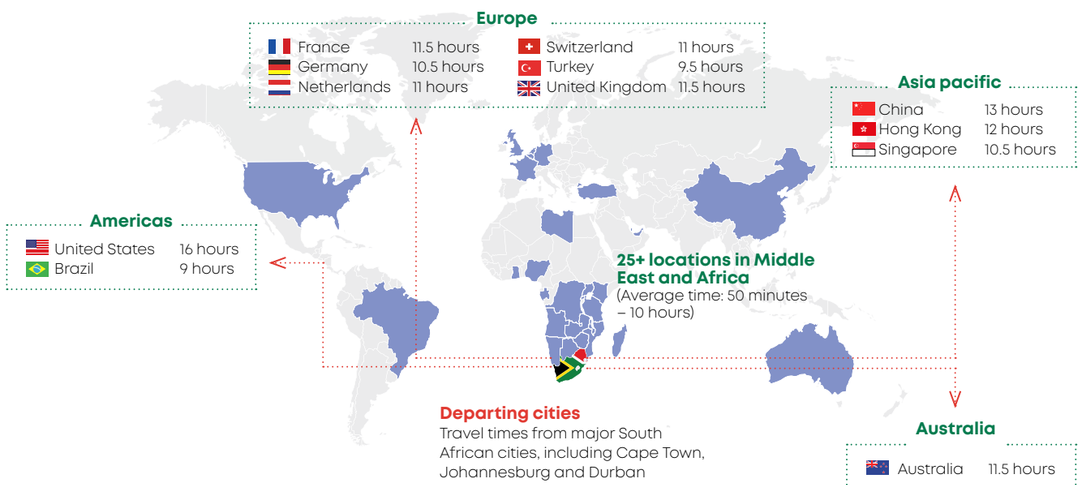
6
International airports

#11
Globally by road network length

1 Overall quality of infrastructure in Sub-Saharan Africa

Connectivity and accessibility of major locations

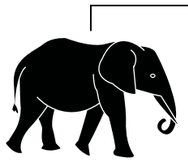
South Africa's direct connectivity network connects major global regions, offering convenient access to Europe, Asia, and Americas



Proprietary & Confidential. © 2025, Everest Global, Inc. / BPESA

Understanding the Challenges

What Decision-Makers Must Know About South Africa's BPO/GBS Sector



The Elephants in the Room

trilogy
ai enabled bpo
GOLD PARTNER

Executive Considerations for BPO/GBS Investment in South Africa

For executives and decision-makers considering BPO/GBS contracts in South Africa, it's crucial to fully understand and address several key challenges that could impact the success of their investment. Perceptions of political instability fuelled by media biases, including leadership changes and policy shifts, can create uncertainties for international investors. Economic challenges like slow growth, high unemployment, and rising inflation may affect business costs and stability. Energy supply issues, widespread power outages, and load shedding caused by Eskom's struggles can disrupt operations and increase the costs of backup power solutions.

Crime and safety concerns can deter businesses and expatriates, affecting employee morale and productivity. With a history of strong unions and strikes, labour relations could lead to disruptions and higher operational costs. Regulatory and compliance issues, compounded by a complex legal landscape, require careful navigation to avoid pitfalls. Infrastructure gaps, particularly outside major cities, and corruption and governance issues could further challenge business operations and regulatory compliance.

Lastly, skill shortages in specialised roles and negative public perception, influenced by media coverage, can impact South Africa's overall viability as a BPO/GBS destination. This chapter unpacks these factors, offering insights and strategies for effectively managing these challenges.



The following are recognised as some of the key issues—often referred to as "elephants in the room"—that are a cause for concern for BPO investors and decision-makers considering South Africa as an outsourcing destination. The following pillars and associated perceptions;

1. Political Dynamics:

South Africa is not politically stable, and business stability is uncertain.

2. Economic Challenges

South Africa has an unstable and fluctuating economy.

3. Energy Supply

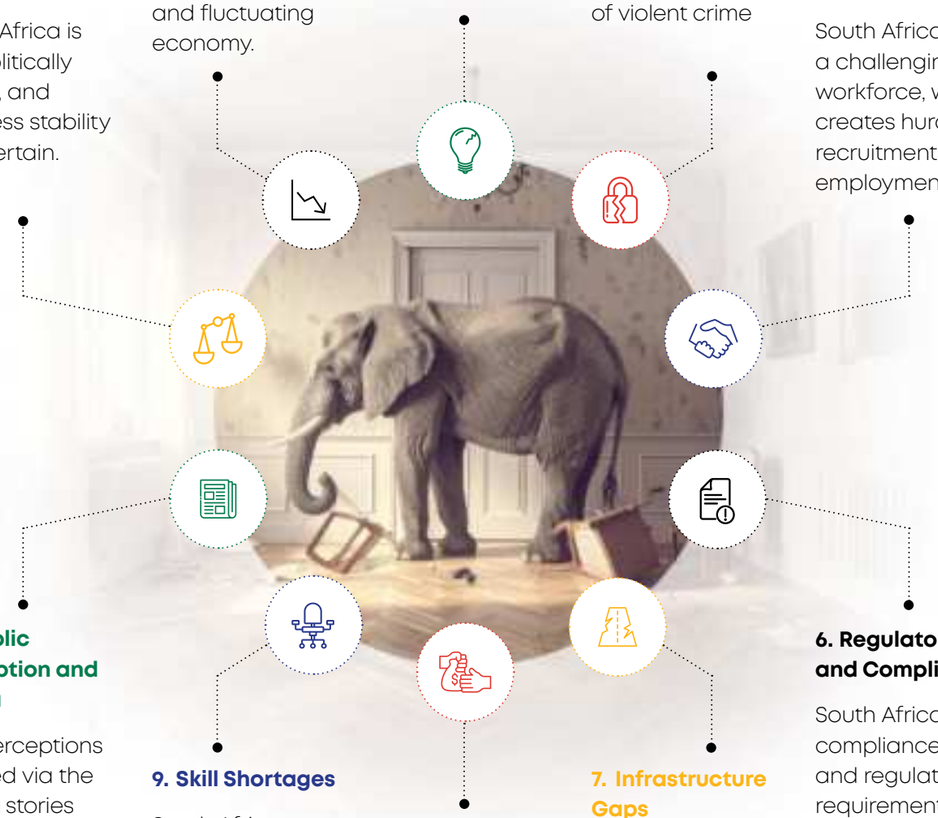
South Africa has a shortage of stable power.

4. Crime and Safety

South Africa is unsafe, with a lot of violent crime

5. Labour Relations

South Africa has a challenging workforce, which creates hurdles for recruitment and employment.



6. Regulatory and Compliance

South Africa's compliance and regulatory requirements are difficult to navigate.

7. Infrastructure Gaps

South Africa's infrastructure is sub-par.

8. Corruption and Governance

Corruption is rife within South Africa, and to do business, 'brown envelopes need to change hands'.

9. Skill Shortages

South Africa has become saturated with a shortage of talent and skills.

10. Public Perception and Media

The perceptions created via the media stories regarding South Africa, especially on the above issues, are all negative.

1 Political Turbulence

South Africa has experienced periods of political turbulence, which can create uncertainties for international investors. Frequent changes in certain leadership roles, policy shifts, and political protests may affect business operations and investor confidence.

Navigating the Political Landscape in South Africa: A Strategic Perspective for BPO Buyers

A New Era of Stability: Why South Africa Remains a Prime BPO Destination

South Africa has navigated periods of political change, which, while challenging at times, reflect its maturing and vibrant democracy (South Africa is only 30 years old as a democracy).

These shifts present opportunities for policy evolution and reform, some of which are globally acknowledged as best in class. For example, consider South Africa's constitution cited as one of the most progressive in the world. Although leadership transitions and policy adjustments may occur, they offer potential for positive developments in governance and economic direction, encouraging investors to stay engaged and adaptable in this dynamic environment. The recent formation of the GNU (Government of National Unity) is a case in point where, after the national elections, 10 political parties from across the spectrum came together to form a collective government for the country.

30	10	2024
Years of Democracy	Political Parties in GNU	Coalition Formation

South Africa's political landscape has seen transformative developments following the 2024 general election. Although the results ushered in a coalition government—prompting concerns about political instability—the formation of the GNU has instead led to enhanced stability and renewed investor confidence. While the ruling party, the ANC, faced significant challenges, the election was a testament to the maturity of South Africa's democratic institutions, which have consistently proven their resilience during periods of political change.

Under the current leadership of the President, Cyril Ramaphosa, the coalition with centrist parties like the Democratic Alliance (DA) has created a pro-business environment to address the country's economic challenges



while still maintaining a focus on social upliftment needs. These reforms have sparked attention towards and progress in infrastructure, energy reliability, and regulatory improvements, providing a reliable foundation for businesses, particularly in the outsourcing sector. This focus on stability and business-friendly policies is essential for BPOs, buyers and investors who rely on consistent service delivery without disruption.



The political shifts in South Africa offer a distinct advantage for international BPO/GBS decision-makers in the UK and the US. The GNU has brought about positive policy changes that enhance South Africa's appeal as a BPO hub. There is additional scrutiny of policies and national budgets under the multi-party government.

South Africa's geographic diversity offers multiple urban centres for BPO services, reducing the risk of localised disruptions. Businesses can confidently navigate political uncertainties by partnering with local firms and leveraging South Africa's robust legal and judicial framework. These steps ensure South Africa remains a competitive, reliable, and high-quality outsourcing destination.

In short, South Africa's political evolution as a sovereign nation is not a risk but a positive and an opportunity. The formation of the GNU has opened a new chapter of political maturity, stability and economic growth, positioning the country as an increasingly attractive and dependable investment location and BPO destination for businesses seeking long-term greenfield operations and partnerships.

> It is acknowledged that political landscapes are valid concerns for any investor; South Africa's resilience and the proactive measures businesses can take offer a stable foundation for continued BPO investment. With planning and strategic partnerships, the risks associated with political instability have been and continue to be effectively managed, making South Africa a viable and attractive BPO/GBS destination.

2 Economic Challenges

The economy of South Africa is the largest in Africa. It is a mixed economy, an emerging market, and an upper-middle-income economy, one of only eight African countries. However, the most industrialised, technologically advanced and diverse on the continent, it has faced challenges, including slow growth – growing only 0.6% in 2024, high unemployment rates – around 31%, and rising inflation currently at 3.5% in Jan 2026. These economic difficulties can impact the cost and stability of doing business in the country

0.6%	31.4%	3.5%
GDP Growth 2024	Unemployment Rate	Current Inflation

Addressing Economic Challenges in South Africa: A Strategic Insight for BPO/ GBS Buyers

South Africa, often lauded for its vibrant culture and rich resources, has not been without its economic challenges. In recent years, the country has faced slow economic growth, high unemployment rates, and rising inflation, factors that naturally raise concerns for businesses considering South Africa as a BPO/ GBS destination. However, these challenges are not insurmountable, and with the right strategies, they can be effectively managed to ensure a stable and profitable investment environment.

The South African economy has indeed encountered headwinds. Growth has been sluggish, partly due to the knock-on effect of global economic conditions and partly because of domestic issues, including structural inefficiencies and governance challenges. High unemployment rates, particularly among the youth, and persistent inflation have further complicated the economic landscape. On the surface, these factors might seem like significant barriers to doing business in South Africa.

> Yet, it's crucial to understand that these economic challenges do not define the entire business environment. South Africa remains one of the most sophisticated and diverse economies in Africa, with a well-developed financial sector, robust and globally admired and replicated legal frameworks, and a wealth of natural resources.

For senior executives looking at BPO investments, navigating these economic challenges strategically is key.

One of the main concerns for businesses is the impact of economic challenges on operational costs. While it's true that inflation can increase costs, South Africa's BPO/GBS sector remains highly cost-competitive. Labour costs are significantly lower than in many other BPO destinations, particularly on-shore, providing substantial business savings.



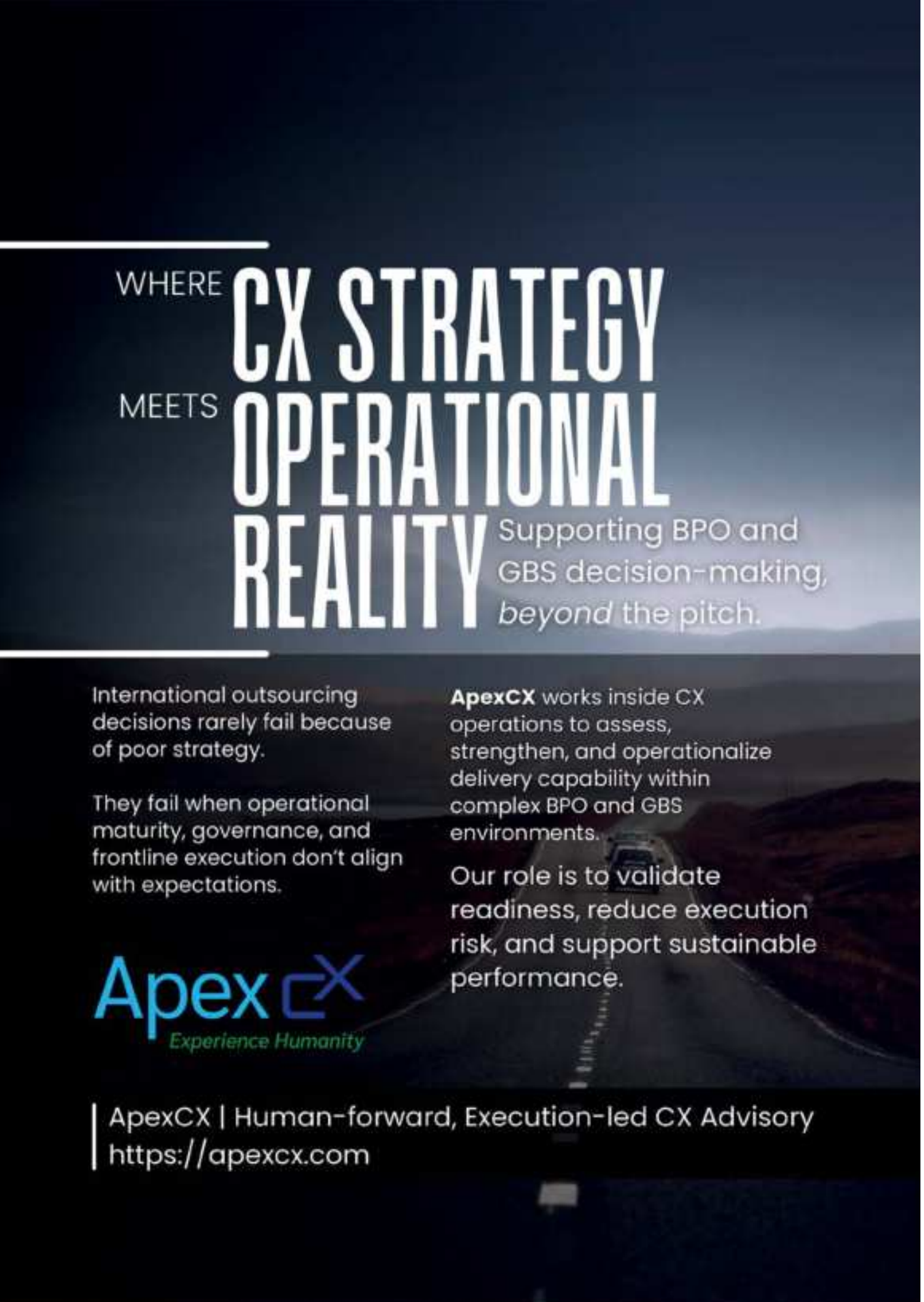
Moreover, South Africa has various incentives to support foreign investment, particularly in the GBS sector. These incentives, the country's favourable exchange rate, and the local cost of living further enhance cost competitiveness.

Additionally, the issue of high unemployment presents an opportunity for the BPO/ GBS sector. The large pool of educated, unemployed, talented youth means a readily available untapped workforce can be trained and employed in the BPO industry. South Africa has a strong tradition of investing in skills development, and numerous funded and non-funded programmes are in place to equip young people with the skills needed for the services and BPO sector. This helps address the unemployment issue and ensures a steady talent supply for businesses. This also means that businesses are not left to their own devices when seeking talent. Rather, a broad ecosystem operates with the GBS/BPO sector to support the accessing, recruiting, training and deploying of ready-to-work skills.

> An innovative, national, free-to-use, zero-rated platform exists where businesses can connect with unemployed work seekers – www.sayouth.mobi

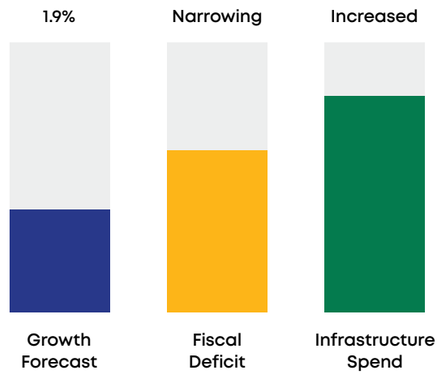
While inflation is a concern, South Africa's independent central bank actively manages it. The constitutionally enshrined, independently managed South African Reserve Bank is the cornerstone of South Africa's economic stability. It has a strong track record of keeping inflation within target ranges. Recent policies have aimed at stabilising prices and maintaining economic stability. Additionally, businesses can mitigate the impact of inflation by employing long-term contracts and hedging strategies to protect against price volatility.

It's also worth noting that South Africa's economic challenges are being met with comprehensive reform efforts. The government has been addressing structural issues through economic reforms to boost growth, improve governance, and foster a more business-friendly environment.



Economic Recovery Indicators

2025/2026 Budget Highlights



Initiatives such as the Economic Reconstruction and Recovery Plan are designed to revitalise key sectors, including the BPO industry, and to stimulate economic activity. The 2025/2026 national budget announced a marginally improved growth forecast at 1.9%, a narrowing fiscal deficit, and greater infrastructure spending. The pragmatic budget prioritised revenue increases, debt reduction, and infrastructure investments.

> South Africa forms part of the global economy. Like many nations, the economic challenges are real; but they are not insurmountable. The country offers a range of opportunities for BPO/GBS investments, supported by cost competitiveness, a large and trainable workforce, and a commitment to economic reform. With strategic planning and a proactive approach to risk management, businesses can navigate these challenges and thrive in South Africa's dynamic BPO environment.

3 Energy Supply Issues

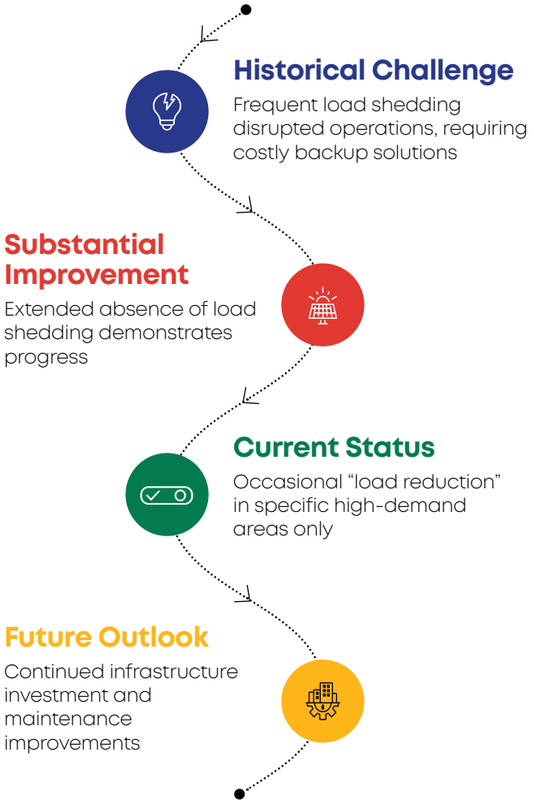
Power outages and load shedding due to the ongoing struggles of the state-owned electricity provider, Eskom, and lagging infrastructure project maintenance can disrupt business operations and increase costs due to the necessity of backup power solutions. There is a national acknowledgement of the challenges of building out and expanding a sustainable power supply that was originally built to support a minority of the population and some high-yield industries during the dark past of apartheid.

Navigating Energy Supply Challenges in South Africa: A Strategic Perspective for BPO / GBS Buyers

South Africa's energy landscape has seen notable developments, particularly regarding the once-frequent power outages known as "load shedding" (black-outs / brown-outs). After over 2 years without load shedding, Eskom has shifted to implementing occasional "load reduction" due to network overloading in high-demand areas and as power station



maintenance is being done and stations are pulled off the grid temporarily. This shift marks progress, but energy challenges remain, especially in areas prone to electricity theft, resulting in overloading and poor or lack of maintenance.



Eskom's struggles have long been a concern for businesses, especially those in energy-intensive sectors like BPO. Load shedding has historically disrupted operations, requiring companies to invest in costly backup power solutions, which could be argued as a global best-practice operation that should be in place regardless. However, the recent improvement in Eskom's generation capacity suggests that the situation is stabilising with the government allocating additional budget towards infrastructure improvements. This is a positive sign for businesses considering South Africa as a BPO destination. Still, ensuring your set-up or the partner being outsourced to has built-in power redundancy is crucial.



For BPOs and buyers, understanding the nuances of the current energy situation is key. While the extended absence of load shedding is encouraging, load reduction still poses a risk in certain areas. Companies must continue to invest in fail-over systems with UPSes and robust backup systems, such as generators and solar power, to ensure operational continuity. Solar power has become an increasingly viable option, with costs decreasing steadily. Power purchase agreements (PPAs) allow businesses to secure solar energy at a fraction of Eskom's rates, offering a sustainable and cost-effective solution to energy challenges.

24	↓60%	24/7
Months Without Load Shedding	Solar Power Cost Reduction	BPO Operations Requirement

The South African government and Eskom have also proactively addressed these issues. Investments in infrastructure, coupled with efforts to reduce vandalism of infrastructure and electricity theft, along with improvements in the efficiency of the grid, are all helping to create a more stable energy environment. Despite the energy challenges, these efforts and the BPO/GBS sector's natural resilience mean businesses can still thrive in South Africa.

Another critical factor is strategic location planning. BPO/GBS buyers should consider the energy stability of specific regions within South Africa. Multi-location sites in areas less prone to network overloading may offer more reliable power supplies, reducing the risk of disruptions and allowing for a BPO's business continuity during load-shedding. Moreover, partnering with local experts who understand the intricacies of South Africa's energy landscape can provide valuable insights and help businesses make informed decisions about where to establish their operations.

> Energy supply issues in South Africa have recently been a challenge. Still, the shift away from load shedding and the proactive measures to address network overloading are positive developments. With the right strategies—such as investing in renewable energy, choosing locations wisely, and forming strong local partnerships—BPO businesses can effectively navigate these challenges and continue to benefit from South Africa's unique advantages as a BPO destination. The key is to remain proactive and adaptable, ensuring that energy challenges do not hinder operations and success.

4 Crime and Safety Concerns

> *High crime rates can deter businesses and expatriates from relocating to South Africa. Safety concerns may also affect employee morale and productivity. South Africans are well aware that high unemployment levels increase the rate of criminal activity, so mandate number one of all citizens is convening around economic growth and job creation.*

Addressing Crime and Safety Concerns in South Africa: A Strategic Perspective for BPO Buyers

Concerns about crime and safety often mar South Africa's reputation as a business destination. These safety concerns can have a tangible impact on employee morale and productivity. However, it's essential to approach these challenges with a clear understanding and practical strategies to mitigate risks.

Crime is indeed an issue in South Africa, particularly in urban areas where economic disparities are most pronounced. However, crime levels can vary significantly depending on the location. Many crime stats are derived from within specific communities as opposed to where business operates. This does not make it any less relevant, but it is important from a context perspective.



Many businesses have found ways to operate successfully in South Africa by choosing locations with lower crime rates and investing in robust security measures. For example, business parks and gated communities often provide a safer environment for local employees and expatriates, ensuring that work can proceed without security concerns.



South Africa's private security industry is one of the largest in the world, offering advanced security services and technological resources that can be tailored to the needs of BPO operations. Many BPO providers operate in secure, controlled environments with tightly regulated access and continuous surveillance. These measures significantly reduce the risk of crime impacting business operations.

From a broader perspective, the South African government has been actively working to address crime through various initiatives to improve law enforcement and community safety. While ongoing, these efforts demonstrate a commitment to creating a safer environment for residents and businesses. Additionally, many companies engage in corporate social responsibility (CSR) initiatives that support local communities, helping address some of the root causes of crime and fostering goodwill in their areas.

> Comprehensive support is essential for expatriates and international staff to ensure their safety and well-being. This includes offering housing in secure spaces, reliable transportation, and clear guidance on navigating the local environment safely. Companies that take these steps can reassure their employees, helping to maintain morale and productivity despite the challenges.

While crime is a concern, it is not unique to South Africa as an offshoring destination. Indeed, it should not overshadow the country's significant advantages as a BPO/GBS destination.

> Crime and safety concerns in South Africa are valid but not insurmountable. Businesses do and can continue to operate successfully in the country with strategic planning, investment in security, staff transport support, and a focus on safe locations. By taking a proactive approach to safety, BPO buyers can confidently consider South Africa a viable and rewarding destination for their operations.



5 Labour Relations

South Africa has a history of strong labour unions and industrial actions. Strikes and labour disputes can disrupt business operations and increase operational costs. The robust Labour Relations Act promotes fair, transparent, and constructive workplace practices, encouraging social dialogue between employers, employees and trade unions, often avoiding prolonged disruptions.

South Africa's Labour Relations Act offers a structured, transparent, balanced approach to labour relations, emphasising fairness, cooperation, and stability. For international investors, this provides a reliable and well-regulated environment where business operations can thrive, supported by efficient dispute resolution, a diverse talent pool, and flexible workforce management options.

Managing Labour Relations in South Africa: A Strategic Approach for BPO Buyers

South Africa's rich history of labour activism is both a strength and a challenge for businesses.

Labour unions in South Africa are among the most organised and influential in the world. They have played a crucial role in the country's political and social history, advocating for workers' rights and pushing for better wages and working conditions. While this activism has led to significant improvements for workers, it has also resulted in a labour environment where organised and legal strikes and disputes occur. For BPO/GBS buyers, understanding this context is essential for managing labour relations effectively.

> It is important to note that the BPO/GBS sector is not formally unionised. However, employees may join alternate, relevant industry unions, i.e. the telecoms union, should they choose.

Fair	Social	Structured
Transparent Practices	Dialogue Focus	Dispute Resolution



One key strategy for mitigating the risks associated with labour relations is to establish solid and positive relationships with unions and workers from the outset. Regular dialogue with union representatives and workers (should a union be represented in the company – which is not always the case) can assist in identifying potential issues before they escalate into disputes. By fostering an environment of mutual respect and open communication, businesses can often negotiate solutions that satisfy both parties, avoiding the need for strikes or other disruptive actions. Innovations have also come out of these engagements when workers raise issues that impact them, the business, clients, and customers equally.

Many successful businesses in South Africa have implemented comprehensive labour

TELVIVA
better quality conversations



Empowering South African BPOs with Global-Grade CX Technology

Our Omnichannel and AI-powered solutions streamline workflows, reduce agent effort, improve decision-making, and create seamless experiences for the end customer while providing real-time insights and analytics for BPOs and their clients.

Winner: CEM's Best Enterprise Contact Centre Awards 2024 and 2025

Discover the Telviva Advantage.

www.telviva.co.za

sales@telviva.co.za

+27 878 200 200

Telviva - Your Strategic Digital BPO Partner

Enterprise-Grade Omnichannel Platform
- Voice, Email, Chat, Messaging & Social Media
- Seamless multi-client routing & queuing

AI Efficiency
- Conversational AI reduces agent effort
- Automated workflows for routine tasks:
  - Automated after-call wrap-up, dispositioning, and note-taking
- Real-Time Agent Assist insights

Real-Time Intelligence
- Performance dashboards
- Actionable insights
- Scalable reporting

Agent Enablement and Human-Centric Tools
- Contextual guidance and recommendations
- Coaching, QA, and continuous improvement tools

Enterprise Credibility and Compliance
- Designed for secure, scalable, and compliant BPO operations

Request a Demo



relations strategies beyond mere compliance with labour laws. These strategies often include employee wellness programs, professional development opportunities, and clear pathways for career advancement. By investing in their workforce, companies can reduce the likelihood of labour disputes and build a more committed and productive workforce.

Another essential aspect is fair and transparent collective bargaining agreements (CBAs). CBAs can provide a framework for resolving disputes in a structured and predictable manner, reducing the uncertainty and potential disruption that labour actions can cause. Additionally, involving neutral third parties, such as mediators or arbitrators, can help resolve conflicts quickly and amicably, ensuring that business operations remain unaffected.

It's also crucial for BPO buyers to stay informed about the broader labour environment in South Africa. Understanding the political and economic factors influencing labour relations can help businesses anticipate potential challenges and prepare accordingly. For instance, periods of economic downturn or significant political change may increase the likelihood of labour unrest, both internal or external to the company, making it even more important for businesses to manage their labour relations proactively.

South Africa's Labour Relations Act offers a structured, transparent, balanced approach to labour relations, emphasising fairness, cooperation, and stability. For international investors, this provides a reliable and well-regulated environment where business operations can thrive, supported by efficient dispute resolution, a diverse talent pool, and flexible workforce management options.

> Labour relations in South Africa can seem complex, but they can be managed with the right approach. By building strong relationships with workers, investing in employee well-being, and implementing clear and fair labour agreements, BPO buyers can mitigate risks associated with labour disputes. With these strategies in place, businesses can focus on harnessing the many opportunities that South Africa offers as a leading BPO destination.

6 Regulatory and Compliance Issues

Navigating the regulatory andscape in South Africa may seem complex and time-consuming. Businesses may face challenges related to compliance with local laws and regulations, which can be particularly daunting for international companies looking to understand these independently. However, a strong support network exists to promote understanding, compliance and robust governance frameworks.

Navigating Regulatory and Compliance Issues in South Africa: A Guide for BPO Buyers

South Africa's regulatory landscape is known for its complexity, and navigating it can be time-consuming, especially for international companies unfamiliar with local laws. However, understanding and managing regulatory and compliance issues is crucial for the successful operation of any business.. The regulatory landscape further illustrates South Africa's focus on transparency and compliance to benefit all.

South Africa has a well-developed legal and regulatory framework that aligns with international standards and governs various business operations, including labour laws, data protection, taxation, and environmental regulations, to name a few. While these regulations are designed to ensure fair practices and protect stakeholders, they can also present assumed challenges for businesses, particularly those new to the South African market.

The King Reports are a series of influential guidelines on corporate governance established by the King Committee on Corporate Governance in South Africa. They are globally respected and have significantly shaped governance practices in South Africa and adopted in other countries. The most recent edition is King V Report, which focuses on ethical leadership, sustainable development, and integrated thinking.

Key Regulatory Frameworks

King V Report
Corporate Governance

Companies Act 2008
Business Registration

Financial Sector Regulation
Twin Peaks Model

Anti-Corruption Act
Ethical Standards

B-BBEE Framework
Economic Transformation

POPIA
Data Protection



South Africa and South Africans are focused on social impact, inclusion and upliftment.

This focus continues to be reflected in the King framework, where principles encourage organisations to focus on long term value creation and to integrate financial, social, environmental, and technological considerations into their strategies.

The Companies Act of 2008 governs the incorporation, registration, and management of companies in South Africa. It emphasises transparency, fair dealings, and the protection of shareholders' interests.

The Financial Sector Regulation Act of 2017 ensures the financial system's stability, promotes financial inclusion, and enhances the integrity of financial markets. The act created a "Twin Peaks" model. It established two regulatory authorities: the Prudential Authority and the Financial Sector Conduct Authority (FSCA).

The Prevention and Combating of Corrupt Activities Act of 2004 sets out stringent measures to prevent corruption, bribery, and other unlawful activities. Businesses must comply with high ethical standards and establish internal mechanisms to detect and prevent corrupt practices.

Aligned with King IV's focus on effective control environments is Risk Management and Compliance, an internal audit function often implemented to support compliance programs with frameworks that identify, assess, and mitigate risks.

One of the primary perceived challenges is compliance with South Africa's robust labour laws, which, as previously mentioned, are among the most comprehensive in the world. A large community of labour practice support organisations exist to assist investors in navigating the human relations space. It is always encouraged to ensure one of the first recruits is an experienced HR practitioner.

Broad-Based Black Economic Empowerment (B-BBEE) is a policy framework that addresses historical inequalities and promotes the economic participation of black South Africans and previously disadvantaged individuals and groups. Companies operating in South Africa are evaluated based on their contributions to economic transformation, including ownership, management control, skills development, and socio-economic development. B-BBEE scores can impact business opportunities, especially should the business aim to engage in government contracts.

Another significant area of concern is data protection and privacy. South Africa's



POPIA is stringent and aligns with global best practices (think GDPR). Companies operating in the BPO/GBS sector must comply with POPIA's requirements regarding collecting, processing, and storing personal data. This is particularly important for businesses handling sensitive customer information, as non-compliance can lead to severe penalties and loss of client trust.

Taxation is another area where businesses may face challenges due to a lack of understanding. South Africa's tax regime may seem complex, with multiple layers of taxation, including corporate income tax, value-added tax (VAT), and various other levies. However, setting up the processes at the start will assist investing companies / BPOs ensuring compliance. International companies must navigate these tax obligations carefully to avoid penalties and ensure their operations remain profitable and on the right side of their fiduciary duties. Working with local tax advisors who understand the intricacies of the South African tax system can be invaluable in this regard.

To mitigate the risks associated with regulatory and compliance issues, businesses should consider the following strategies:

Engage Local Expertise

Partnering with local legal and compliance experts can help businesses understand the regulatory environment and ensure full compliance with all applicable laws. These experts can guide you across all aspects of company legislation, from employment law to tax obligations and data protection.

Implement Robust Compliance Programs

Establishing comprehensive compliance programs within the organisation can help identify potential risks and ensure that all operations adhere to local regulations. These programs can include regular internal and external audits, employee training, and implementing internal controls.

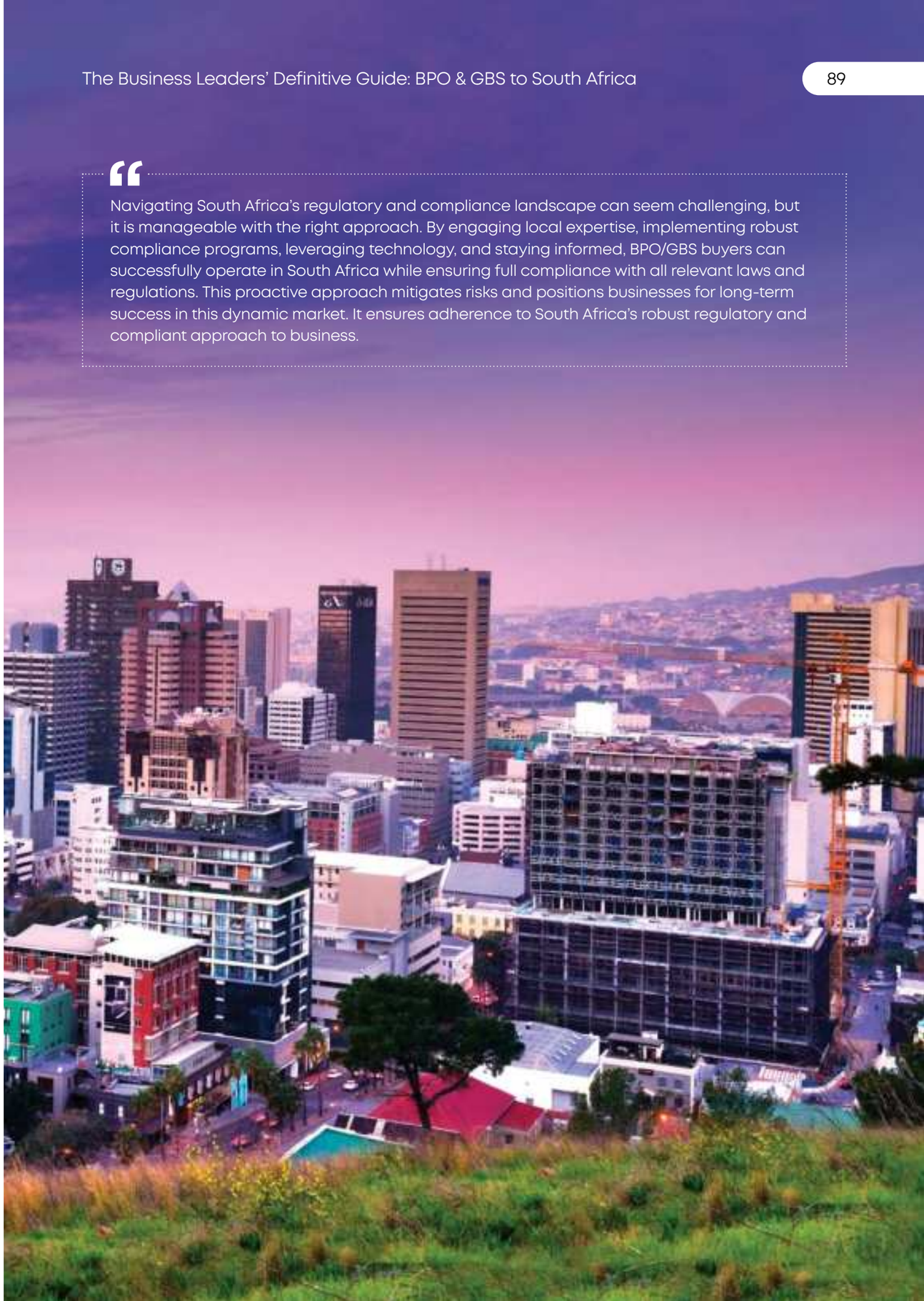
Leverage Technology

Utilising compliance management software can streamline the process of monitoring and managing compliance obligations. These tools can help businesses stay updated with regulatory adjustments and ensure that all requirements are met efficiently.

Stay Informed

Regulatory environments constantly evolve, so businesses must stay informed about changes that could impact their operations. Regularly consulting with local experts and staying engaged with industry associations can help companies anticipate and adapt to new regulations.

> Navigating South Africa's regulatory and compliance landscape can seem challenging, but it is manageable with the right approach. By engaging local expertise, implementing robust compliance programs, leveraging technology, and staying informed, BPO/GBS buyers can successfully operate in South Africa while ensuring full compliance with all relevant laws and regulations. This proactive approach mitigates risks and positions businesses for long-term success in this dynamic market. It ensures adherence to South Africa's robust regulatory and compliant approach to business.



7 Infrastructure Gaps

While major cities boast advanced infrastructure, this dominates main cities and towns. Significant gaps exist in underserved and growing areas. Inconsistent quality of roads, telecommunications, and public services can hinder business operations, particularly for companies operating outside urban centres.

Addressing Infrastructure Gaps in South Africa: A Strategic Perspective for BPO Buyers

CPT
Cape Town
Tech-Savvy
Workforce

DBN
Durban
Industrial
Base

JHB
Johannesburg
Economic
Heart

South Africa's BPO/GBS sector has flourished, particularly in major hubs like Cape Town, Durban, and Johannesburg, where infrastructure is robust and well-developed. These cities offer advanced telecommunications networks, reliable public transport and services, and well-maintained roads, making them ideal for large-scale BPO operations. Cape Town is known for its tech-savvy workforce and scenic appeal, attracting global firms. With its strong industrial base, Durban is emerging as a centre for specialised BPO services, particularly in logistics and supply chain management. Johannesburg, as the economic heart of South Africa, offers unparalleled connectivity and access to a vast, multi-skilled talent pool, making it a prime location for diverse BPO activities.



However, while these urban centres boast advanced infrastructure, businesses looking to expand or diversify into South Africa must also consider the growing opportunities in 'tier II' cities such as Gqeberha (formerly Port Elizabeth), KuGompo City and George, to name a few.

Gqeberha
Strategic Port
City

KuGompo City
Special
Economic Zone

George
Garden
Route Hub

These locations are gaining traction as favourable spots for certain types of BPO/GBS operations, mostly given large, educated talent pools with limited work opportunities. Gqeberha and KuGompo City (East London), with their strategic coastal location burgeoning local economies and special economic zoned BPO Parks, are becoming increasingly attractive for companies seeking cost-effective alternatives to the major hubs. George, nestled in the scenic Garden Route, offers a quieter environment with emerging infrastructure, ideal for niche BPO services and back-office operations.

Despite these advantages, infrastructure gaps remain a concern, particularly outside these main hubs. Inconsistent quality of roads, telecommunications, and public services in some areas can pose challenges. For instance, while the major cities have advanced fibre-optic networks, smaller towns and rural areas may experience slower internet speeds and less reliable connectivity. These gaps can hinder the smooth operation of BPO services, particularly those reliant on uninterrupted high-speed internet and stable power supplies.

To mitigate these challenges, BPO buyers should consider the following strategies

Strategic Location Selection

Focus on regions with established infrastructure or active government and private sector initiatives to improve local facilities. For instance, Gqeberha's (formerly Port Elizabeth) development as a port city includes significant infrastructure upgrades, making it a viable option for BPO/GBS operations that require robust logistics support.

Infrastructure Investment

Companies might consider partnering with local authorities or investing directly in infrastructure improvements, such as dedicated internet lines or backup power solutions, to ensure business continuity in areas where infrastructure is still developing.

Leveraging Government Incentives

The South African government offers various incentives for businesses willing to invest in less developed regions, including tax breaks and grants. These incentives can offset some of the costs associated with infrastructure gaps.

Building Relationships with Local Providers

Establish strong relationships with local utility and service providers to ensure priority support and quick resolutions to any infrastructure-related issues that may arise.

> While infrastructure gaps in South Africa can present challenges, they also open opportunities for strategic investment and growth in emerging BPO locations. By carefully selecting locations, investing in local infrastructure, and leveraging government incentives, BPO buyers can navigate these challenges, benefit from the unique advantages that South Africa's diverse regions offer, and become the employer of choice within these areas.

8 Corruption and Governance Issues

Corruption remains a concern in South Africa, with allegations of graft affecting various levels of government and public institutions. This can impact business operations, regulatory compliance, and overall trust in the business environment. Frustration for businesses is mainly found in knock-on impacts, where corruption within government and government services has eroded certain efficiencies and competencies as opposed to a "brown envelope" culture.

Tackling Corruption and Governance Issues in South Africa: A Strategic Insight for BPO Buyers

Corruption and governance challenges are a concern for any investor and have historically been significant concerns for businesses operating in South Africa. In the past, allegations of graft and inefficiency within various levels of government and public institutions have created perceptions of uncertainty and mistrust. However, the landscape is evolving, particularly following the 2024 general elections, which have ushered in an era of improved oversight and a renewed focus on transparency and accountability.

Under increased pressure from domestic and international stakeholders, the South African government has taken substantial steps to address corruption. One of the most notable developments is strengthening anti-corruption bodies and enhancing legal frameworks to ensure better enforcement of anti-graft measures.

Governance Improvements

2024 Elections Impact
Coalition governments prioritising governance reforms as key mandate pillar

Enhanced Legal Framework
Strengthened anti-corruption bodies and better enforcement of anti-graft measures

Increased Oversight
Improved transparency and accountability across public institutions

These efforts have been bolstered by recent political changes, including forming coalition governments that have prioritised governance reforms as a key pillar of their mandate. This shift towards improved oversight is gradually restoring confidence in the country's public institutions and, by extension, its business environment.

For BPO buyers, unpacking reality versus perception and understanding these developments is crucial.



While the risk of corruption cannot be entirely eliminated, proactive measures being implemented signal a positive trend towards greater transparency and accountability. Businesses can take several steps to mitigate risks associated with corruption:

Due Diligence

Conduct thorough due diligence when entering partnerships with local firms or engaging with government entities. Understanding potential partners' reputations and track records can help identify and avoid high-risk relationships.

Engagement with Industry Bodies

Collaborate with industry associations and business councils that advocate for good governance and ethical business practices. These organisations often influence engagement with the government on behalf of businesses. They can provide valuable support in navigating the regulatory landscape.

Implementing Compliance Programs

Establishing strong internal compliance programs is essential. These include standard local and international mandatory compliance standards involving regular audits. Additionally, training employees on anti-corruption policies and setting up mechanisms for reporting and addressing unethical practices ensures a level of comfort. These programs help companies comply with local laws and demonstrate a commitment to ethical business practices, enhancing a company's local and global reputation.

Leveraging Legal Expertise

Engage local legal experts who are well-versed in South African governance and regulatory frameworks. These experts can provide guidance on navigating complex situations and ensuring that the business operates within the law.

Transparency in Operations

Maintain transparency in all business operations, particularly in financial dealings and procurement processes. This transparency can deter corrupt practices and build trust with local partners and international clients.

> While corruption and governance issues have been visible in South Africa, recent political and institutional changes paved the way for a more transparent and accountable environment. By taking proactive measures to mitigate risks, BPO buyers can navigate these challenges effectively and tap into the opportunities South Africa's evolving business landscape offers. The key is to remain vigilant, informed, and committed to ethical practices aligning with local and international standards.

9 Skill Shortages

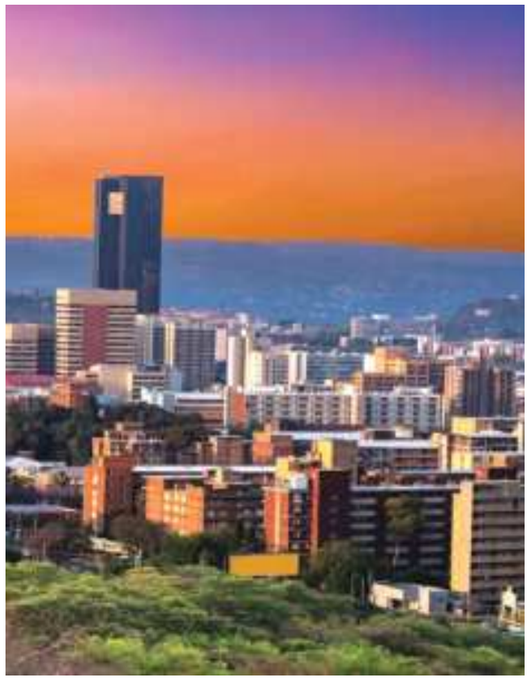
While South Africa boasts a large and youthful population, there are gaps in accessing skills and the broad availability of highly skilled labour for specialised roles. Companies may face challenges in finding employees with the necessary training and experience. Organisations might need to import certain senior management positions to support initial launches and ensure operational scale and success. Businesses are encouraged to partner with the many philanthropic organisations, academies, community groups and business associations that are tapping into the underutilised and sometimes under-skilled skills pools to support the fast-tracking of skills upliftment. Equally, businesses should consider implementing organic skills growth transfer programmes to upskill local talent and foster long-term growth and self-sufficiency in the workforce.

Addressing Skill Shortages in South Africa: A Strategic Insight for BPO Buyers

South Africa's BPO industry benefits from a large, youthful population, yet skill shortages in specialised roles remain challenging. This is particularly evident in key BPO hubs such as Cape Town, Durban (Umhlanga), and Johannesburg to a lesser and greater degree. Understanding the dynamics of these regions is crucial for businesses looking to establish or expand their operations.

Regional BPO Landscape

GP	KZN	CPT
Johannesburg Untapped Potential	Durban/ Umhlanga Fastest Growing	Cape Town Competitive Market



Gauteng (Johannesburg and Pretoria)

Despite being South Africa's economic powerhouse, Gauteng province (Johannesburg and Pretoria) is underdeveloped as a BPO/ GBS region compared to Cape Town and Durban. This is partly due to perceptions of crime and the city's lack of tourist appeal. However, Gauteng is the most populous region in the country, covering the smallest land mass, making access between residents and businesses less complex than in other regions. Johannesburg, one of the two main cities in the region, offers a massive, untapped, easy-to-connect skills pool and access to some of the country's best universities and technical colleges. The city's proximity to major wildlife reserves also provides a unique quality of life advantage. For BPO/GBS buyers, Johannesburg and Pretoria represent an opportunity to leverage a large, underutilised talent pool, particularly for specialised roles that are hard to fill in other regions.

Durban

The heart of KwaZulu-Natal Province, specifically the picturesque, bustling Umhlanga area, has become a key hub for BPO operations, currently the fastest growing of the regions, attracting businesses due to its strong pool of young talent and lower living costs compared to Cape Town. While Umhlanga remains a significant player in the BPO space, it is essential to note that the broader Durban region (including Westville, Berea, Ballito, and Stanger), offers access to additional talent pools. By expanding operations up and down the coastline, companies can tap into a broader workforce, helping to alleviate potential skills shortages and transport costs that may arise in Umhlanga as the sector grows.

Businesses are encouraged to engage with regional developers and local authorities in these neighbouring areas to explore growth opportunities and facilitate expansion. Furthermore, companies can mitigate long-term risks by partnering with local educational institutions to create tailored training programmes that address specific industry needs, ensuring a steady supply of skilled workers across the entire Durban metropolitan area.





Cape Town

In the Western Cape Province is a vibrant BPO hub, attracting many large operators due to its desirable location, global promotions and lifestyle appeal. However, the factors that make Cape Town attractive—its growing BPO sector and high demand for skilled workers—have led to a competitive labour market. While there is a steady supply of entry-level workers, finding highly skilled and experienced employees for specialised roles can be challenging. Businesses operating in Cape Town must invest in continuous training and development programs to upskill their workforce and meet the demands of complex BPO functions.

COLLECTIVE EXPERIENCE. INDEPENDENT THINKING. PRACTICAL DELIVERY.

Markets shift. Technology evolves. Expectations grow. Regulation tighten.
But one challenge remains constant across CX, BPO, and Global Business Services: access to credible, hands-on expertise.

CCX Consult Network brings together senior independent specialists who have personally built, led, and transformed complex operations across global markets.



From left to Right: Bryan Schneider • Luven Naidu • Hilário Fiandeiro
Debby Webster • Rod Jones • Dave D'Arcy • Traci Freeman
Roz Broome • Iemraan Kara

What We Deliver

Strategy and Feasibility

Market and Location Assessments

Cost Modelling

- Data Analytics

Relevant Vendor and Technology Selection

- Operational diagnostics and turnaround
- Governance and commercial structuring
- Transformation and scale support
- Executive advisory and mentoring

Experts are matched to your specific challenge, whether you are expanding locally or internationally, optimising performance, integrating automation, enhancing talent and team, or restructuring delivery.

**Transformation rarely fails because of ambition.
It fails because of misalignment and execution risk.
We help you get it right.**

To discover how CCX Consult Network can support your next phase of growth or transformation, get in touch with the Network directly at **ccxconsult.com**

CCX CONSULT
NETWORK

National

Several skills upliftment initiatives exist across the country. A broad ecosystem of stakeholders focuses on community skills engagement, upskilling, reskilling, and future skilling in the workforce, readying them for employment. Partnerships between social, public, and private sectors and academia exist, and numerous innovative programs continue to operate to close gaps in business. Many of these initiatives further support operations with Impact Sourcing and inclusive hiring goals. Currently, the South African Impact Sourcing hiring records report that over 33% of skills hired are done through various Impact Sourcing initiatives, placing South Africa in the top social impact locations for BPOs.

One of many examples of addressing the challenge of developing digital skills in South Africa's workforce is CollectiveX. Playing a pivotal role, CollectiveX is dedicated to nurturing and advancing digital skills through community-driven initiatives and partnerships that focus on upskilling and reskilling individuals for the digital economy. By offering access to resources, training programs, and a supportive network, CollectiveX is helping to bridge the skills gap, particularly in specialised roles that require advanced digital competencies. This effort is essential for ensuring South Africa's BPO/GBS sector remains competitive globally, providing companies with the talent they need to thrive in an increasingly digital world. For more information, visit https://www.thecollectivex.org/

Impact Sourcing Success



Over 33% of skills hired through Impact Sourcing initiatives, placing South Africa among top social impact locations for BPOs

To tackle skill shortages in various regions, businesses should implement the following strategies:

National Recruitment Platform

Make use of the free-to-use SAYouth.mobi platform. A public-private partnership endorsed and supported by the PYEI (Presidential Youth Employment Initiative). This free and easy-to-use mobile recruitment tool assists in bridging the gap between those seeking opportunities and available positions. Several BPO operators have successfully recruited teams making use of the app.

Invest in Training and Development

Building robust training programs that align with industry needs is essential. This fills the immediate skills gap and ensures a pipeline of talent for the future.

Leverage Technology

Using online learning platforms and AI-driven training tools can accelerate upskilling and simplify training employees in specialised roles.

Partnerships with Educational Institutions

Collaborating with universities, technical colleges, and vocational schools can help tailor curricula to meet the specific needs of the BPO sector, ensuring that graduates are job-ready.

Relocation Incentives

Offering incentives for skilled workers to relocate from other regions or countries can help address immediate shortages in highly specialised areas.

> Perceived skill shortages in South Africa present a growth challenge. Skills exist, however, not always in the desired location and not always with the desired specialist abilities.

Partnering with the numerous entities engaged in accessing and upskilling the abundance of available talent and organically growing skills is a short circuit to success. This builds a loyal employee community and invests in a strong foundation for future growth. By focusing on training, leveraging Johannesburg's untapped talent pool, and strategically addressing the skills gap in Cape Town and Durban, BPO buyers can navigate these challenges and thrive in South Africa's dynamic BPO landscape.



10 Public Perception and Media

Negative media coverage related to any of the above issues can influence the perception of South Africa as a viable BPO destination. Public perception plays a significant role in shaping business decisions locally and internationally. South Africa values the freedom of the press, which is built into the constitution, so it is always encouraged to balance media consumption and test both the mainstream press and alternate sources that might not reach page one of searches. There are many "Good News Stories" in South Africa, and citizens and businesses alike call out both positive and negative situations, which assists in driving change where change is needed.



Managing Public Perception and Media Influence: A Strategic Perspective for BPO Buyers

Public perception, both locally and internationally, is a powerful force that can shape the success of BPO/GBS operations in South Africa. Often, overreported and sensational negative media coverage of political instability, crime, or infrastructure challenges can cast doubt on the country's viability as a BPO/GBS destination. However, it's important to recognise that perception can be misleading, equally managed, and, in many cases, transformed into a positive narrative.

> Media reports often highlight South Africa's challenges and do not focus enough on its opportunities, growth, and success, which can influence the decisions of potential investors and business partners. Stories about political unrest, crime, or economic difficulties can easily overshadow the country's significant strengths, such as its thriving, warm community of over 63 million people, skilled workforce, cost competitiveness, and favourable time zone.

Mainstream Media
Often challenge-focused

"Good News" Media
Success stories & growth

Alternative Sources
Deeper insights

Industry Reports
Factual assessments

For BPO/GBS buyers, understanding how public perception is shaped and how to manage it is crucial for successful operations.

One key strategy to counter negative media coverage is proactively engaging with the media and stakeholders. By providing accurate, up-to-date information about positive developments in the country and BPO sector, companies can help shift the narrative. A growing media community offering "South Africa, the Good News" is reporting on many of the positive success stories. Highlighting success stories, such as the resilience of South African BPO operations during the COVID-19 pandemic, the fantastic growth the sector continues to realise, positive client reviews, the cohesive industry community, etc. can counterbalance negative perceptions and showcase the relevant and meaningful strengths.

Additionally, businesses can leverage public relations (PR) campaigns to build a positive image of their operations in South Africa. This includes showcasing their commitment to CSR, such as Impact Sourcing initiatives that provide employment opportunities for individuals from marginalised communities, which further supports global social impact agenda's and mandates. Companies can enhance their reputation and mitigate the effects of negative media coverage by demonstrating their positive impact on the local economy and society.

Social media also plays a significant role in shaping public perception. Engaging with audiences on platforms like LinkedIn, X, and Facebook allows companies to tell their stories and interact directly with stakeholders. Businesses can build a positive image and influence public perception in real-time by actively participating in discussions and sharing success stories.

Another important aspect is transparency. Being open about the challenges and how they are addressed can build trust with local and international stakeholders. When companies acknowledge issues and demonstrate their commitment to overcoming them, it can create a more balanced and credible narrative.



> Negative media coverage can influence public perception of South Africa as a BPO/GBS destination. Still, it is possible to manage and even transform this perception. Businesses can shape a positive narrative highlighting South Africa's strengths and potential by engaging with the media, leveraging PR and social media, and maintaining transparency. This proactive approach not only counters negative perceptions but also positions companies for long-term success in the South African BPO/GBS market.

Built to Grow. Designed to Last.

A globally scalable, governance-led CX partner.







In a market where buyers demand resilience, compliance, and operational maturity, Outworx stands out as a partner built for sustainable global growth.



From its South African headquarters, Outworx operates across Durban, Gqeberha (Port Elizabeth), and Cape Town, delivering services through 12 production sites. Over the next year, the company will add 1,000+ new seats while expanding its geographic footprint beyond South Africa.

In early Q2 2026, Outworx will open its first international site in Egypt, supporting English, German, Dutch, Arabic, and additional languages, together with operations in Saudi Arabia. This will be followed by a Sub-Saharan African location in Q3, strengthening business continuity and geographic diversification for clients.

This expansion is supported by enterprise-grade governance and compliance frameworks, including:

- Multiple ISO accreditations audited by the British Standards Institute
- HIPAA compliance
- SOC 2 Type II compliance
- PCI DSS Service Level 1
- Mature cybersecurity and risk management structures

These standards ensure clients benefit from security, reliability, and regulatory alignment across all operations.

As a founder-led organisation, Outworx combines the strength of corporate governance with the agility of a privately owned partner. Decisions are fast. Leadership is visible. Accountability is personal.

> *"Our strategic objective is to become a globally recognised, technology-enabled, human-centric CX provider delivering excellence across multiple geographies,"* says Hoekstra. *"We are building a legacy business designed to last."*

For organisations seeking a CX partner that offers scale without losing soul, and governance without losing agility, Outworx represents a new generation of outsourcing provider — modern, responsible, and resilient.

Outworx: Global capability. Human focus. Long-term value.

For further enquiries, please email: BPO2SA@outworx.co.za Outworx

Additional Considerations

European and other non-English Languages

Addressing European Language Support in South Africa's BPO Sector

South Africa's BPO/GBS sector offers diverse opportunities, including providing European language support. However, these operations tend to be limited in scale, especially compared to the high-volume needs of larger markets. South Africa does not traditionally promote itself as a multilingual location, but pockets of language do exist.

South Africa, particularly Pretoria (the executive capital), is home to one of the largest number of embassies and high commissions on the African continent. Pretoria serves as a diplomatic centre for sub-Saharan Africa, and along with Cape Town and Johannesburg, it hosts embassies, consulates, and international organisations. This makes South Africa a key regional diplomatic hub, further reflecting its political, economic, and cultural influence within Africa and globally.

Along with the embassies are the many international schools: American Schools, British International Schools, German, Italian, Japanese, Russian and Swedish Schools, mainly located across Pretoria and Johannesburg and then Cape Town. In addition to these language-based schools are the many private schools offering a variety of second- and third-language training curriculums that grow the language pool but are not necessarily proficient enough to support first-language speakers. Beyond that are the large communities of immigrants from African Portuguese and French-speaking communities now residing in South Africa.



Johannesburg

30-50 agents

With its significant expatriate community and larger population of European language speakers, it can support slightly larger-scale operations compared to Cape Town. The city attracts professionals fluent in German, French, and Dutch, making it possible to build teams of 30 to 50 agents for European language support. This makes Johannesburg a more scalable option for businesses seeking to provide European language services from South Africa.

Cape Town

20-30 agents

Known for its lifestyle appeal, it also attracts European language speakers on a smaller scale. The city is well-suited for niche operations with smaller teams, typically ranging from 20 to 30 agents. While the talent pool is high quality, the limited numbers make it challenging to scale operations beyond a certain point.

Durban

Limited Scale

Though primarily known for its vibrant cultural diversity and strong English-speaking talent pool, Durban also has small pockets of European language skills. However, these are quite limited, making Durban suitable only for niche or specialised operations requiring European languages. While some professionals fluent in languages such as German or French may be found, the availability is insufficient to support large-scale operations. Durban may not offer the scalability needed compared to Johannesburg or Cape Town for businesses looking to build significant teams for European language services.

For BPO/GBS buyers, it's essential to understand that while South Africa can offer European language support, these operations are best suited for specialised, boutique services rather than large-scale contact centre functions. Non-voice, back-office Dutch supporting financial shared services has been successfully deployed within the Afrikaans community (Afrikaans being an off-shoot of Dutch). Businesses may need to consider hybrid models combining South African operations with support from regions with larger pools of European language speakers. This approach allows companies to leverage South Africa's strengths while meeting their multilingual needs.

> Johannesburg offers slightly better scalability for European language support than Cape Town. Still, both cities are well-positioned to handle smaller, specialised BPO operations. By strategically managing these resources, businesses can effectively meet their European language support needs within South Africa's dynamic BPO environment.

Cloud and Digital Services

South Africa Emerges as a Leading Hub for Cloud and Digital Services with Robust Data Centre Infrastructure

South Africa has rapidly advanced its digital infrastructure, establishing itself as a key player in the global technology and digital services market. A growing pool of professionals adept in software development, cybersecurity, cloud computing, and AI supports the country's knowledge and skills in IT. South Africa's universities and technical institutions produce globally appreciated graduates skilled in modern technologies, making the country an attractive destination for outsourcing digital services.

Major Data Centre Presence

60,000	5	3
sqm Teraco facility	Teraco Campuses	Global cloud giants

Global Providers: AWS | Microsoft Azure Google Cloud

Local Leaders: Teraco | Africa Data Centres | NTT

Large-Scale Hosting and Cloud Services

South Africa is home to some of the biggest data centre providers, including giants like Amazon Web Services (AWS), Microsoft Azure, and Google Cloud, which have established large-scale hosting facilities in the country. These data centres are crucial for supporting the low-latency, high-reliability cloud services that businesses demand. Local providers like Teraco, Africa Data Centres, and NTT also play significant roles in the ecosystem, offering world-class colocation, cloud services, and connectivity. Teraco, in particular, operates Africa's largest data centres, with plans for further expansion to meet growing demand. Teraco operates eight data centres across five campuses in Johannesburg, Cape Town, and Durban, Teraco, acting as a vendor-neutral colocation data centre, has a 60 000sqm building located near the international airport in Johannesburg utilising the multiple fibre paths to connect up the second two sites in Johannesburg and the fourth in Cape Town.

Digital Services Delivery

The presence of these global cloud providers, coupled with local expertise, enables South Africa to deliver a wide range of digital services, from basic cloud storage to complex AI-driven applications. The country's infrastructure supports robust managed IT services, digital transformation projects, and custom software development. It is a competitive hub for global IT solutions.

Future Outlook

With the continuous expansion of data centres and the enhancement of digital infrastructure, South Africa is well-positioned to scale its delivery capabilities further. The ongoing investments by both global and local players in cloud and hosting services are expected to propel South Africa into a leading role in the global digital economy. As the country continues to develop its IT talent and infrastructure, it will increasingly attract businesses looking for high-quality, scalable digital services.



Connectivity

South Africa's Connectivity Backbone: Empowering BPO/GBS Operations with a Strong Network of Providers

High-quality, reliable, and cost-effective connectivity is critical for the success of BPO/GBS operations, where uninterrupted communication and data transfer are paramount. South Africa has developed a strong and diverse connectivity infrastructure, supported by a range of key providers, ensuring that businesses operating within the country can rely on world-class internet and telecommunications services.

The country is connected to multiple undersea cables, which link the country to global internet hubs. These cables provide the bandwidth necessary to support high-speed internet connections, which are crucial for the real-time operations of BPO/GBS services.

In addition to these international connections, South Africa boasts a well-developed domestic fibre network that connects major cities like Johannesburg, Cape Town, and Durban. This network is powered by major telecom providers, such as Telkom, MTN, Vodacom, and Liquid Telecom. While not dominant, Liquid Telecom plays a significant role alongside these other key players in expanding and maintaining high-speed fibre networks that ensure reliable connectivity across the country.

Johannesburg, Cape Town, and Durban, the primary BPO hubs, benefit from this robust infrastructure, enabling seamless business communication and data processing. Moreover, world-class data centres from providers like Teraco, Africa Data Centres, AWS, and Microsoft Azure enhance connectivity quality, ensuring that BPO/GBS operations have access to secure, high-speed, and low-latency connections.

These infrastructure developments are further supported by government initiatives aimed at increasing broadband penetration and reducing costs, which are particularly beneficial for businesses in the BPO sector. This ensures South Africa remains competitive globally, offering reliable and cost-effective connectivity essential for BPO/GBS operations.

Major Submarine Cable Systems

2Africa

A large-scale project to increase internet capacity and connectivity between Africa and the rest of the world, landing in KwaZulu-Natal.

SEACOM

Connects South Africa to Europe via the East Coast of Africa.

EASSy (Eastern African Submarine Cable System)

Connects South Africa to other parts of Africa and beyond.

SAFE (South Africa Far East)

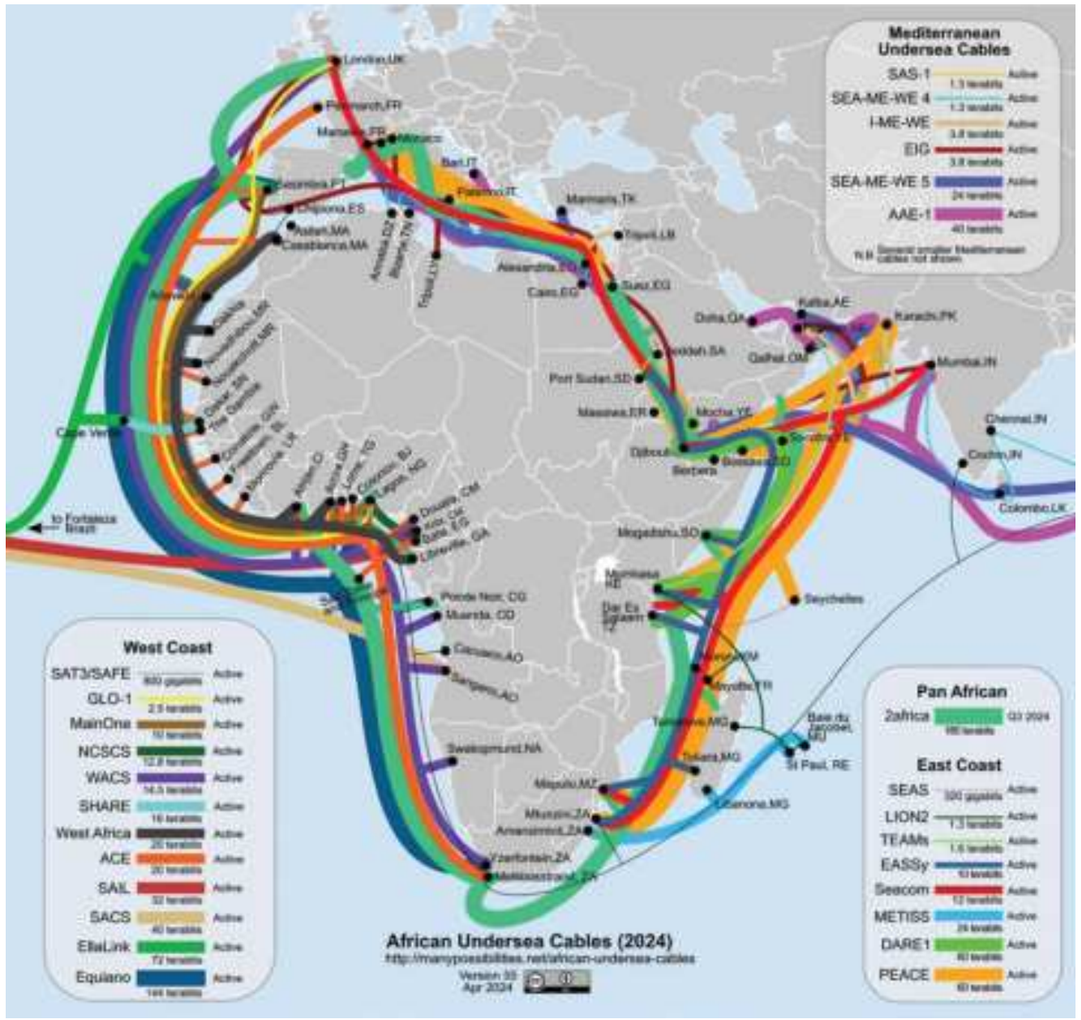
Connects South Africa to Mauritius, La Réunion, India, and Malaysia.

WACS (West Africa Cable System)

Connects South Africa to Europe via the West Coast of Africa.

Future Projects

Meta's Project Waterworth, which plans to connect the US, India, South Africa, and Brazil amongst other regions.



South Africa's connectivity infrastructure is key to its BPO/GBS destination appeal. With a strong network of providers, advanced international and domestic fibre connections with built-in redundancy, and support from world-class data centres, the country is well-positioned to meet the demands of global businesses seeking reliable, high-speed connectivity for their operations.

> ***Summing it up**: When considering South Africa as a destination for global BPO/GBS operations, investors and decision-makers must weigh several critical factors beyond the usual cost and infrastructure assessments. While some of these considerations may have been touched upon elsewhere in this book, they deserve additional attention from different angles to ensure a comprehensive market understanding.*

These factors include time zone alignment, language proficiency, and local workforce dynamics, directly impacting operational efficiency and service delivery.

The maturity of South Africa's BPO/GBS market, the quality of life for expatriates, and the potential for CSR initiatives offer challenges and opportunities that must be carefully evaluated. Access to emerging markets, environmental sustainability, healthcare infrastructure, and available incentive schemes are crucial in determining the long-term success and viability of locating BPO/GBS operations in South Africa. Each aspect is critical for informed decision-making and is explored in depth to provide a well-rounded perspective.

Here are some additional considerations that a senior buyer might want to address when considering South Africa as a BPO/GBS location

- ☑ Time Zone Alignment
- ☑ Language Proficiency
- ☑ Local Workforce Dynamics
- ☑ Local Market Maturity
- ☑ Quality of Life for Expatriates
- ☑ Corporate Social Responsibility (CSR) Opportunities
- ☑ Access to Emerging Markets
- ☑ Environmental Considerations
- ☑ Healthcare Infrastructure
- ☑ Incentive Schemes and Taxation



Time Zone Alignment: Optimising BPO/GBS Operations in South Africa

South Africa's GMT+2 time zone is particularly advantageous for European and UK clients. Still, it may require adjustments for US and Australian clients. Consider how this impacts operational hours and service delivery.

GB **UK/Europe**	US **United States**	AUS **Australia**
Perfect Alignment	**6-9 hours ahead**	**6-8 hours behind**
Minimal time difference (1 hour during DST)	Requires early shifts for overlap	Evening shifts needed for coverage

South Africa's GMT+2 time zone offers a distinct advantage for businesses serving European and UK markets, providing near-perfect alignment with their working hours. This time zone overlap allows for seamless communication, real-time collaboration, and the ability to offer extended service hours without requiring night shifts. For clients in the UK and much of Europe, for example, the minimal time difference (just one hour during daylight saving time) ensures that South African BPO/GBS operations can effectively mirror the working hours of their European counterparts, enhancing responsiveness and operational efficiency.

However, the time zone difference requires careful consideration for clients based in the US and Australia. South Africa is 6 to 9 hours ahead of US time zones (depending on the specific location) and 6 to 8 hours behind Australian time zones. This difference can create challenges in aligning operational hours with client needs, particularly when real-time communication or 24/7 service coverage is required.

To mitigate these challenges, businesses can adopt a "follow-the-sun" model, working 8-hour shifts, where different global locations handle customer service or operational tasks during their daytime hours. South African BPO providers can manage early shifts for US clients, ensuring some overlap during the morning and extending operational hours into the evening to cater to Australian clients. Additionally, leveraging advanced communication technologies and well-planned shift rotations can help bridge the time gap, ensuring that service delivery remains consistent and reliable, regardless of the client's location.



> While South Africa's GMT+2 time zone is particularly beneficial for European and UK clients, careful planning and strategic scheduling can effectively address the challenges of time differences between US and Australian markets. This flexibility enhances South Africa's appeal as a versatile BPO/GBS destination that serves a global clientele.

Language Proficiency: Ensuring Effective Communication in South Africa's BPO/GBS Sector

English is widely spoken and the primary business language, but ensure that your level of proficiency meets your specific customer and business needs, especially for complex or technical services.

South Africa's status as an English-speaking nation is a significant advantage for businesses seeking to outsource BPO/GBS services. English is widely spoken and the primary language of business, education, and government. This widespread proficiency in English makes South Africa a strong contender for serving English-speaking markets, particularly those in the UK, the US, and Australia. In particular, the neutrality of the English accent is well understood by global customers, with many reporting the accent as pleasant.

However, while English proficiency is high, businesses need to ensure that the level of language skills aligns with their specific needs, especially when it comes to complex or technical services. South Africa's BPO sector is diverse, with varying levels of language proficiency depending on the region, the type of service offered, and the target market. General English proficiency is often sufficient for customer service roles, but for more specialised roles—such as technical support, legal services, or financial advisory—the need for precise, industry-specific language skills becomes critical.

To address this, businesses should consider implementing language assessments during the recruitment process to ensure that candidates meet the necessary proficiency standards. Additionally, investing in ongoing language and accent training and development can help maintain and enhance the language capabilities of the workforce, particularly for roles that require specialised vocabulary and communication skills or where brands would like "local accent" support.

Accent Neutrality
Pleasant, globally understood accent

Business English
Primary language of business & education

Technical Proficiency
Specialised vocabulary for complex services



It is also important to consider regional accents and cultural nuances affecting communication, particularly when dealing with clients from different English-speaking countries. South African English has its unique characteristics, and while this adds to the cultural richness of the service, agents must be trained to adapt their communication style to suit the nuances and preferences of their target audience.

> South Africa offers a strong base of English language proficiency; businesses must ensure that this proficiency meets their specific needs, particularly for complex or technical services. By focusing on recruitment, training, and cultural adaptation, companies can leverage South Africa's linguistic strengths to deliver high-quality, effective communication for their global clients.

Local Workforce Dynamics: Navigating South Africa's Employment Landscape for BPO/GBS Success

Understand the employment landscape, including unemployment rates, wage inflation, and availability of temporary or part-time workers, which can affect scalability and cost-efficiency.

Understanding local workforce dynamics is crucial for any business looking to establish or expand offshore BPO/GBS operations. South Africa's employment landscape is characterised by both opportunities and challenges that can impact scalability and cost-efficiency.

One of the most notable aspects of South Africa's workforce is its unfortunately high unemployment rate, particularly among young people. This presents a substantial opportunity for BPO/GBS providers, as a large pool of eager, trainable talent is available to fill entry-level positions. The availability of this workforce enables businesses to scale operations quickly and efficiently, meeting the demands of both local and international clients.



CALLFORCE
OUTSOURCING SPECIALISTS

DIGITAL TRANSFORMATION **BPO SPECIALISTS**

Redefining BPO omni-channel customer engagement using agile digital transformation in our BPO operations at scale

CallForce is reshaping how brands connect with their customers, driving innovation in contact centre engagement where agility, technology and human expertise work as one ecosystem.

Through strategic investment in people, AI, intelligent automation, real-time analytics and hybrid talent models, we engineer digitally led, personalised engagement journeys.
This transforms the entire customer lifecycle by improving customer experience, accelerating business outcomes and unlocking sustainable cost efficiency.

Our 3 world-class South African operational sites located in Johannesburg, Cape Town and Durban are equipped to international standards with high-tech IT networks and infrastructure, providing seamless BPO solutions delivered from South Africa to international clients globally.

READY TO DIGITALLY TRANSFORM YOUR CUSTOMER EXPERIENCE?

Let's start a conversation about how we can accelerate your digital transformation journey, growth, and performance.

Roshan Sookdeo, Global Outsourcing Director
roshan@callforceoutsourcing.com
+27 83 209 2576

Scan to discover how CallForce can transform your customer journey



WHY LEADING BRANDS CHOOSE CALLFORCE

AI-Ready Platform in Operation
CallForce operates with our live AI technology "OnviForce" today, pioneering operational AI implementation that delivers immediate performance improvements, enhanced customer satisfaction and measurable efficiency gains.

Future-Proof Hybrid Talent
We blend traditional BPO expertise with next-generation skills including data scientists, AI engineers and customer journey architects alongside empathetic sales and service professionals. Our multicultural, multilingual teams deliver authentic global engagements with digital capabilities and cultural agility.

Sophisticated Technology Stack
Our cloud-based tech stack ensures seamless integrations and rapid deployment. We lead with technology, deploying intelligent automation supported by dynamic teams with no legacy systems holding us back.

AI-Powered Intelligence
Conversational AI, intelligent routing and predictive analytics identify churn risk and upsell opportunities before customers contact us. Real-time machine learning systems improve weekly based on actual interactions.

Vertical Specialisation
Telecommunications with 30-35% cost reduction and 25% revenue increase, financial services driving sales growth and service NPS healthcare with HIPAA-compliant optimised patient engagement and e-commerce peak season scalability.

Living Your Brand
We become an extension of your team through brand immersion, continuous journey mapping and growth opportunity identification. Outcome-based pricing tied to your actual results leads to higher CSAT, improved retention and increased revenue.

Speed to Innovation
While traditional BPOs take 12-18 months to implement transformation projects, we deliver in weeks. Rapid testing and deployment of new customer journeys and AI capabilities.

Digital Experience Hub
Our Digital Experience Hub showcases our competencies and certifications to international clients—HIPAA, ISO 27001, PCI DSS, SOC 2 Type II, GDPR—demonstrating our commitment to security, compliance and operational excellence.



However, it's essential to consider the impact of wage inflation, which can vary depending on the region and the demand for specific skills. While South Africa offers competitive labour costs compared to many Western countries, wage inflation can become a factor, particularly in regions where the demand for skilled workers outpaces the ready-to-employ supply. Businesses need to plan for potential wage increases and consider strategies such as investing in organic growth via employee development and offering career advancement opportunities to retain talent and manage costs effectively.

Another critical factor is the availability of temporary or part-time workers. South Africa's labour laws are robust, with strict regulations around employment contracts, worker rights, and benefits. While this ensures the fair treatment of workers, it can also add complexity to hiring practices, particularly for businesses that rely on flexible staffing models. Companies must navigate these regulations carefully to maintain compliance while achieving the scalability and flexibility needed for BPO operations.

> South Africa's workforce has become a vital asset for BPO/GBS providers, offering unique skills and experience that align with international business requirements. This includes a deep familiarity with US and UK language idiosyncrasies, the ability to work within 24/7 operational frameworks, and rich exposure to general business and commercial CX practices. Many professionals in South Africa have also developed a strong understanding of UK and US company cultures through extensive interaction and service delivery.

These factors make South Africa a compelling destination for businesses seeking a skilled, adaptable, and globally attuned workforce that can meet the demands of both local and international markets.

> South Africa's local workforce dynamics offer significant advantages regarding talent availability and cost efficiency. Still, businesses must also be mindful of wage inflation and regulatory complexities. By understanding and strategically managing these dynamics, companies can successfully tap into South Africa's labour market to build scalable and cost-effective BPO/GBS operations.



Local Market Maturity: Understanding the Landscape of South Africa's BPO/GBS Sector

Assess the maturity of South Africa's BPO/GBS market, including the presence of industry associations, which can provide support and advocacy for foreign businesses.

The maturity of South Africa's BPO/GBS market is critical for businesses considering outsourcing to the country. South Africa has developed a robust and sophisticated BPO/GBS sector, supported by a broad, invested community of stakeholders, skilled talent, modern infrastructure, and a solid commitment to quality service delivery. However, understanding the level of market maturity is essential for making informed decisions about where and how to invest.

South Africa's BPO/GBS industry is well-established, particularly in major hubs like Johannesburg, Cape Town, and Durban. These cities have become centres of excellence for various BPO services, including customer support, technical services, shared services and back-office operations. Large multinational companies and a growing number of local providers demonstrate the sector's capacity to meet international standards and client expectations.

One of the key indicators of market maturity in South Africa's BPO/GBS sector is the presence of strong industry associations, such as BPESA and in the Western Cape, CapeBPO. As the national body for BPO, BPESA plays a critical role in fostering the growth and development of the sector across the country. It provides advocacy, resources, and networking opportunities for local and foreign businesses. BPESA and CapeBPO ensure that the BPO/GBS sector operates within a robust framework of best practices by offering guidance on regulatory compliance, skills development, and industry trends.

BPESA and CapeBPO are valuable partners for foreign businesses, helping them navigate the local market and connect with reputable service providers.

Industry Support Organisations

BPESA

National body for
BPO Advocacy &
Resources
Regulatory
Guidance

CapeBPO

Western Cape
Focus
Regional
Advocacy
Skills Training

In addition to BPESA, CapeBPO offers specialised support to the BPO industry within the Western Cape province. CapeBPO focuses on the unique needs of this region, providing targeted resources, regional advocacy, local skills training initiatives and industry-specific insights that align with the province's strengths and opportunities. BPESA and CapeBPO create a comprehensive support network that enhances South Africa's appeal as a leading destination for BPO/GBS operations, ensuring businesses can operate efficiently and successfully within the country.

The market's maturity is also reflected in the government's commitment, support, incentives, prioritising of the sector, and partnering with industry towards a common goal. The availability of specialised services and the adoption of advanced technologies by operators and broader industry reinforces market maturity. South African BPO providers are increasingly incorporating AI, automation, and analytics into their offerings, which enhances their ability to deliver high-value, efficient services. This technological advancement further underscores the market's readiness to meet the demands of global clients.

> South Africa's BPO/GBS market is mature and well-positioned to support international businesses. The presence of industry associations like BPESA and CapeBPO and their partnership with the government, along with a focus on innovation and quality, makes South Africa an attractive destination for outsourcing. Businesses can better understand the opportunities and challenges of operating in this dynamic sector by assessing the market's maturity.





YOUR GLOBAL BPO PARTNER, BUILT ON PEOPLE, POWERED BY PERFORMANCE.

Choose iTalk International for a **people-centric approach, aligned to your objectives.** Backed by **value, trust & delivery maturity.** Our unique strength lies in tailoring **human connection with smart, made-to-measure solutions** that consistently deliver the **Best Possible Outcome.**

ITalk International is a leading South African BPO driving technology-powered customer engagement and scalable outsourcing solutions.

**WITH US YOU DON'T JUST OUTSOURCE,
YOU ARE PARTNERING WITH A CATALYST FOR CHANGE.**



AGILITY AT SCALE

Large enough to handle volume, yet agile enough to adapt quickly, with unmatched speed in decision-making.

SECTOR EXPERTISE

Proven results across Retail, Airlines, Healthcare, Telecoms, Banking, Insurance and Technology.

SMART TECHNOLOGY

Our proprietary, bespoke modular platforms that integrate with client systems and empower agents to deliver faster, smarter, and more personalised service.

PROPRIETARY TECHNOLOGY

We aim to be your first choice for outsourcing, underpinned by our technological excellence and a dedicated workforce.

iTalk

italkinternational.com

Quality of Life for Expatriates: Enhancing the Appeal of South Africa for Long-Term Assignments

If relocating expatriate staff, consider the quality-of-life factors such as housing, healthcare, and education, which can impact the location's attractiveness for long-term assignments.

South Africa offers an exceptional quality of life for expatriates. It is an attractive destination for businesses looking to relocate staff for long-term BPO/GBS sector assignments. When considering a move to South Africa, several factors, including housing, healthcare, and education, contribute positively to expatriates' overall experience.

Housing

South Africa provides many high-quality housing options, from modern apartments in bustling city centres to spacious homes in secure, suburban neighbourhoods. Expatriates can enjoy comfortable living arrangements tailored to their preferences, whether they prefer the cosmopolitan vibe of Cape Town, the dynamic environment of Johannesburg, or the coastal appeal of Durban. The affordability of housing, particularly when compared to other global cities, is another significant advantage, allowing expatriates to enjoy a higher standard of living without compromising on quality.

Healthcare

South Africa boasts a well-developed healthcare system, with world-class private healthcare facilities catering to expatriates' needs. These facilities offer high-quality medical care, advanced treatment options, and access to specialists across various fields. Many expatriates choose private healthcare, which is widely regarded for its excellent service and modern infrastructure. Additionally, comprehensive health insurance options are available to ensure that expatriates and their families receive the best care possible.

Education

For expatriates with families, South Africa offers a broad selection of international schools that provide high-quality education following global curricula, such as the International Baccalaureate (IB) or the British and American systems. These schools are located in major cities and are known for their strong academic programs, extracurricular activities, and multicultural environments. This ensures that children of expatriates can continue their education seamlessly, with a focus on global standards and an inclusive approach.

Beyond these practical considerations, South Africa's diverse culture, rich natural beauty, vibrant social scene, and robust outdoor lifestyle enrich expatriates' experience. From exploring wildlife in world-renowned game reserves to enjoying the thriving arts and entertainment scene, there is no shortage of activities to enhance the quality of life for those living in the country.

> South Africa offers expatriates an excellent quality of life, making it an appealing destination for long-term assignments in the BPO/GBS sector. With high-quality housing, top-tier healthcare, and outstanding educational opportunities, expatriates can enjoy a comfortable and fulfilling lifestyle while contributing to the growth of the business.

Corporate Social Responsibility (CSR) Opportunities: Leveraging South Africa's Unique Potential for Social Impact

South Africa offers unique opportunities for CSR initiatives and social impact, such as Impact Sourcing, which can enhance your company's social impact (DEIB & ESG scores) and brand reputation.

South Africa is a very socially active community and presents a remarkable landscape for CSR initiatives. It offers a strategic advantage for businesses looking to meet Diversity, Equity, Inclusion, and Belonging (DEIB) and Environmental, Social, and Governance (ESG) requirements. Engaging in CSR, DEIB, and ESG activities in South Africa allows companies to make meaningful, sustainable social impact, strengthen brand reputations, and comply with global mandates and standards.

CSR & ESG Opportunities in South Africa

Impact Sourcing
Employment from marginalised communities

Environmental
Renewable energy & sustainability projects

Social Impact
Education & healthcare initiatives





One of the most compelling opportunities in South Africa is Impact Sourcing, which aligns closely with the "Social" component of ESG. Impact sourcing involves employing individuals from marginalised communities, providing them with access, training, and sustainable job opportunities. Integrating Impact Sourcing into business models assists with government incentive compliance and reduces unemployment and poverty while fostering economic inclusion. This approach benefits the community and enhances workforce diversity and resilience, aligning with company ESG and social responsibility goals.

Beyond Impact Sourcing, South Africa offers numerous additional avenues for CSR and ESG activities, including educational programs, skills development initiatives, and environmental conservation efforts. For instance, investing in renewable energy projects or supporting environmental sustainability initiatives can contribute to the "Environmental" component of ESG, demonstrating your commitment to reducing the environmental footprint and promoting sustainable practices. Partnering with local NGOs and community organisations to address critical social issues such as education and healthcare also supports the "Social" aspect of ESG, helping to build a more equitable society.

Engaging in CSR and ESG activities in South Africa fulfils ethical obligations and strengthens brand and local community relationships. By addressing community needs and contributing to local development, businesses can build trust and foster positive relationships with stakeholders, which is essential for long-term success. Additionally, these activities can enhance employee engagement, as staff members often take pride in working for a company committed to making a difference.

From a global perspective, showcasing CSR and ESG efforts in South Africa can significantly enhance brand reputation, especially among socially conscious consumers and investors. In an increasingly competitive and regulated environment, demonstrating a commitment to ESG principles can differentiate businesses and create a compelling narrative around the brand.

> South Africa offers unique and noteworthy social impact opportunities that can significantly enhance a company's reputation around social impact, environmental stewardship, and governance standards. By leveraging the many available initiatives, businesses can contribute to meaningful change while aligning with global requirements and building a strong, responsible brand presence locally and globally.

LUMEN
GLOBAL BUSINESS SERVICES

RETHINKING DEBT COLLECTION AND LPO OFFSHORING

Where Governance, Experience, and Measurable Outcomes Converge

Debt collection and legal process outsourcing are no longer mere back-office functions. They are strategic disciplines that influence risk exposure, regulatory compliance, brand reputation, and long-term sustainability.

The Lumen Global Business Services team brings over 25 years of combined industry experience, having worked extensively with highly regulated organisations to provide governance-led debt recovery and legal process outsourcing from South Africa. Our expertise covers complex banking, financial services, and regulated recovery sectors where precision and accountability are essential.

25 YEARS EXPERIENCE

PURPOSE-DRIVEN, GOVERNANCE-LED LEADERSHIP

Lumen Global Business Services is fully female-owned and led by women at the executive level. This is not just a branding statement; it is reflected in a leadership philosophy rooted in discipline, ethical governance, and operational resilience, qualities that are crucial in regulated offshore delivery.

PROVEN DELIVERY IN REGULATED ENVIRONMENTS

Our teams deliver measurable value across complex collections and legal process environments in South Africa, supporting clients where compliance, auditability, and service continuity are vital.

TALENT AS A STRATEGIC ASSET

Strong outcomes start with strong people. Lumen Lumen Global Business Services combines specialist recruitment, structured training, and thorough quality assurance to develop compliant, scalable offshore operations that perform reliably under regulatory scrutiny.

A SOUTH AFRICAN OFFSHORE PARTNER YOU CAN TRUST

Operating from Durban, Cape Town, and Pretoria, Lumen Lumen Global Business Services provides a wide range of talent, operational resilience, and time-zone alignment for UK, European, and international markets.

100% WOMEN OWNED

csa PROUD MEMBER 2025 BPESA

LET'S TALK GOVERNANCE-LED OFFSHORING

Scan the QR code to find out more about Lumen Global Business Services, our leadership team, and our approach to regulated offshore delivery.

Access to Emerging Markets: Leveraging South Africa as a Gateway to African Expansion

South Africa serves as a gateway to other African markets, offering the potential for business expansion into the broader African continent.

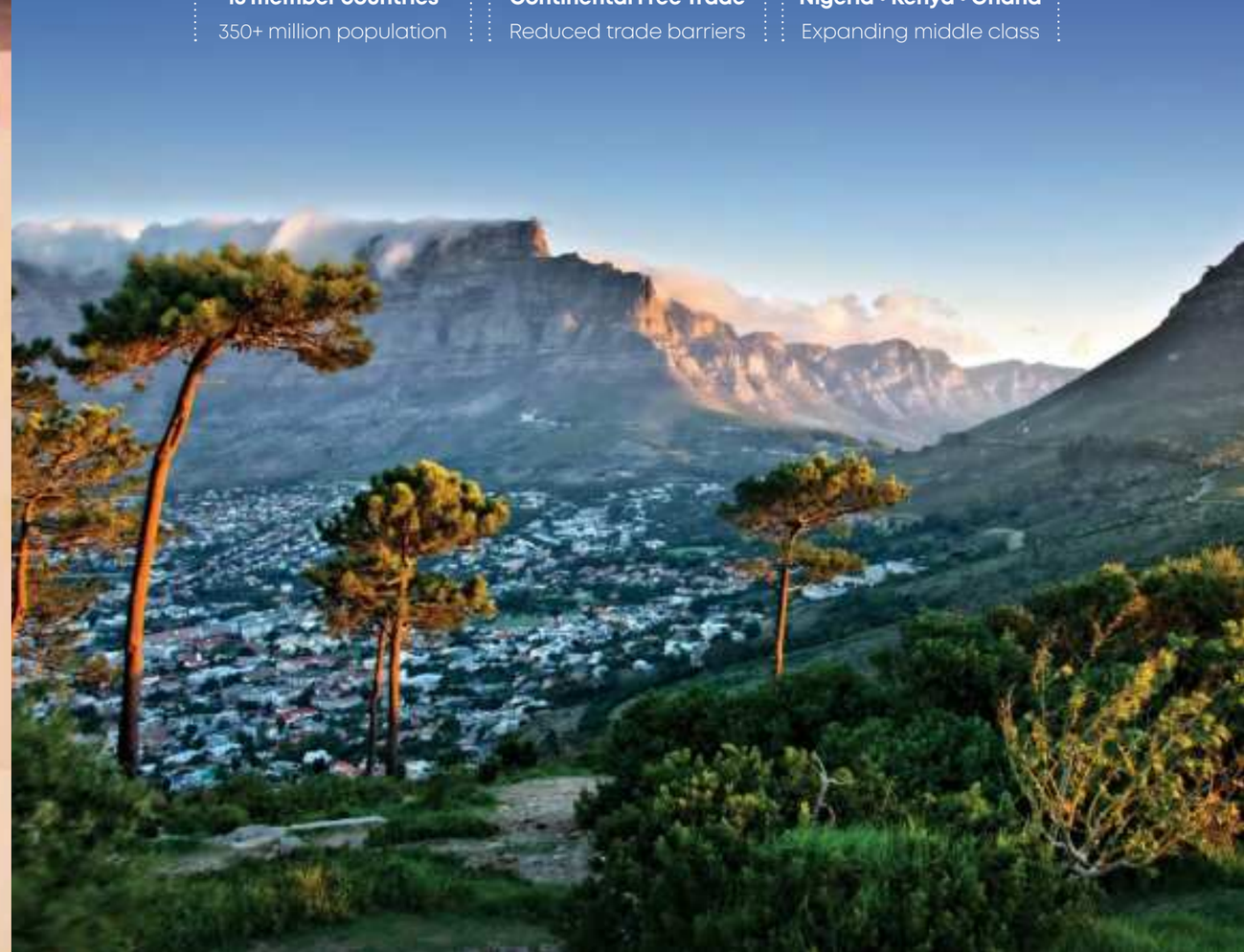
South Africa's strategic position as a gateway to the broader African continent presents a significant advantage for businesses seeking to expand into emerging markets. As one of the most developed economies in Africa, South Africa offers a stable and well-established platform from which companies can explore and tap into the vast opportunities across the burgeoning continent.

Gateway to Africa: Market Access Opportunities

SADC Region
16 member countries
350+ million population

AfCFTA
Continental Free Trade
Reduced trade barriers

Growing Markets
Nigeria • Kenya • Ghana
Expanding middle class



The Africa Federation of GBS Associations has shown that the African market is increasingly attractive, with its growing consumer base, rapid urbanisation, and expanding middle class. Countries such as Nigeria, Kenya, and Ghana are experiencing significant economic growth, creating new demand for goods and services. With its robust infrastructure, sophisticated financial markets, and strong legal framework, South Africa is an ideal launchpad for businesses looking to enter these emerging markets.

One key advantage of operating from South Africa is the ease of access to the Southern African Development Community (SADC) region, which includes 16 member countries with a combined population of over 350 million. South Africa's well-developed transport and logistics networks facilitate efficient trade and distribution across the region, making it easier for businesses to reach and support new customers and markets.

Furthermore, South Africa's membership in regional trade agreements, such as the African Continental Free Trade Area (AfCFTA), provides businesses preferential access to a wide range of African markets. AfCFTA, in particular, aims to create a single continental market for goods and services, enhancing intra-African trade and reducing trade barriers. Companies operating from South Africa can leverage these agreements to expand their footprint across the continent more effectively.

Additionally, South Africa's business environment is well-aligned with international standards, making it easier for foreign companies to establish operations and manage cross-border transactions. The country's financial institutions, legal systems, and regulatory frameworks are among the most advanced on the continent, providing a secure and reliable base for businesses to navigate the complexities of operating in multiple African markets.

> South Africa's role as a gateway to the broader African continent offers a strategic advantage for businesses seeking to expand into emerging markets. By establishing a presence in South Africa, companies can access a wide range of growth opportunities across Africa, leveraging the country's infrastructure, trade agreements, and business-friendly environment to successfully enter and thrive in these dynamic markets.



Environmental Considerations: Proactively Addressing Sustainability in South Africa's BPO/GBS Sector

When evaluating environmental risks, such as water scarcity or climate change impacts, which could affect long-term business sustainability, South Africa is well suited. The country experiences a relatively moderate climate compared to other regions, making it less prone to frequent or severe natural disasters. However, as the global climate changes, the country has seen more seasonal flash flooding, mainly in low-lying areas, which is countered by droughts in some provinces as rainfall shifts. Increasing heat can result in occasional wildfires in open, rural areas. South Africa has, however, developed robust disaster management and response systems. The country continues to invest in climate resilience and infrastructure to better manage and mitigate the impacts of these occurrences, ensuring a safer environment for its residents and visitors.

Environmental Management & Sustainability

Water Management
- Advanced recycling systems
- Rainwater harvesting
- Efficient usage practices

Climate Resilience
- Disaster management systems
- Infrastructure investment
- Risk mitigation strategies

Renewable Energy
- Solar and wind power leader
- Sustainable operations
- Reduced carbon footprint

Green Building
- Certification programs
- Waste reduction
- Energy efficiency

Environmental factors such as water scarcity and climate change must be evaluated when considering South Africa as a location for BPO/GBS operations. While these challenges exist, they also present opportunities for businesses to engage in sustainable practices that enhance long-term business sustainability and corporate reputation.

USMAART

The Problem USMAART Solves

USMAART removes the risk, uncertainty and complexity from outsourcing and customer experience transformation. Many organisations know they need to reduce cost, improve service, or scale their contact centre, but are unsure where to outsource, which partner to trust, and how to set it up for long-term success.

We guide clients through the **entire** journey — from **strategy** and **partner selection** to **implementation** and **ongoing performance** — ensuring the right model is in place from the start and delivers in reality.

The Clients USMAART Supports

We support ambitious, growing organisations across sectors including **retail, travel, fintech, insurance, telecoms and media.** Our clients may be outsourcing for the first time, looking to **scale** across regions, **improve** underperforming operations, or **optimise** existing BPO relationships.

They recognise outsourcing and CX as **strategic drivers of growth** and want to approach it in a structured, informed and effective way.

Why USMAART Is A Valuable Partner

Independent of any single BPO provider, USMAART offers **unbiased partner selection,** operational and technical consultancy, and a **boutique, white-glove approach.**

We don't step away after introductions — we remain closely involved to protect service levels, KPIs and delivery standards. Acting as an extension of our clients' teams, we provide the **expertise, oversight and accountability** that turns outsourcing into a long-term success.

Ready to transform your contact centre and CX strategy? Get in touch with USMAART to discover how the right partner and the right approach can unlock real operational performance.

sadiq@usmaart.com

Water Scarcity

South Africa is known for its drought and water scarcity periods, particularly in regions like the Western Cape. However, this challenge has driven significant innovation in water management and conservation. Businesses in South Africa have access to a range of solutions, including advanced water recycling systems, rainwater harvesting, and efficient water usage practices. By adopting these sustainable water management strategies, companies can mitigate risks and contribute to the broader goal of environmental stewardship.

Climate Change

South Africa, like many countries, faces the impacts of climate change, including changing weather patterns and the potential for extreme events. However, the country is also a leader in renewable energy development, particularly solar and wind power. Companies can use South Africa's growing renewable energy sector to power their operations sustainably, reducing their carbon footprint and aligning with global ESG goals. Furthermore, investing in climate resilience—such as energy-efficient buildings and disaster preparedness—can ensure that business operations remain stable despite environmental challenges.

Sustainability Initiatives

South Africa's commitment to environmental sustainability is reflected in its policies and corporate practices. Many South African cities and businesses actively engage in sustainability initiatives, such as green building certifications, waste reduction programs, and renewable energy adoption. These initiatives create an environment where businesses can thrive while contributing to global sustainability efforts.

> While environmental considerations such as water scarcity and climate change are important factors to evaluate, they also offer opportunities for businesses to implement innovative and sustainable practices. By proactively addressing these environmental challenges, companies can enhance their long-term sustainability, meet global ESG standards, and position themselves as leaders in environmental responsibility within the BPO/GBS sector. South Africa's focus on sustainability mitigates risks.



Healthcare Infrastructure: Ensuring Quality and Accessibility for a Healthy Workforce

South Africa has a well-established healthcare system that includes both public and private sectors. The public healthcare system provides essential services to most of the population, focusing on accessibility and affordability. However, it can face challenges such as resource constraints, long wait times, and variability in service quality across different regions. Efforts are ongoing to improve infrastructure and expand access, particularly in underserved areas. Many operators have implemented on-site clinics and access to healthcare providers to support employee (and sometimes family) access to healthcare services.

World-Class Private Care
International standards & specialist facilities

Global Recognition
SA-trained professionals worldwide

Corporate Health
On-site clinics & wellness programs

The private healthcare sector is highly developed and offers world-class facilities, modern equipment, and globally recognised specialist care. This sector is popular among expatriates and those who can afford private medical insurance, as it provides faster access to services and a higher standard of care. Major cities like Cape Town, Johannesburg, and Durban have several private hospitals and clinics, many accredited by international standards. South Africa's healthcare providers, including general doctors, specialists, and nurses, are well regarded globally, with many healthcare facilities mainly in English-speaking countries housing South Africa-trained healthcare professionals.



Quality of Healthcare

South Africa's private healthcare sector is world-class, offering high-quality medical care, advanced treatment options, and state-of-the-art facilities. Expatriates and local employees can easily access private hospitals and clinics that meet international standards and have highly trained medical professionals across various specialities. Many of these facilities are affiliated with global healthcare networks, ensuring patients receive the best possible care.

Accessibility

Healthcare services are widely accessible in major cities, where most BPO/GBS operations are located. Employees and expatriates can benefit from comprehensive health insurance plans that cover a wide range of medical services, including preventive care, specialist consultations, and emergency treatment. For businesses, offering access to high-quality healthcare can enhance employee satisfaction, reduce absenteeism, and contribute to overall productivity.

Public Health Considerations

South Africa's healthcare infrastructure has proven resilient in the face of public health challenges, as demonstrated during the COVID-19 pandemic. The country's ability to manage large-scale health crises, supported by government and private sector efforts, has reinforced the importance of robust healthcare systems. Businesses can take confidence that South Africa's healthcare sector can respond effectively to public health risks, ensuring that both local employees and expatriates are well-protected.

Proactive Health Management

Proactive health management is key for companies operating in South Africa. This includes providing health and wellness programs, ensuring employees access regular health screenings, and promoting a healthy work-life balance. By prioritising the health and well-being of their workforce, businesses can build a resilient and motivated team capable of delivering high-quality services.

> South Africa's healthcare infrastructure is well-equipped to support local employees and expatriates, offering high-quality and accessible medical services. By leveraging this strong healthcare system and prioritising proactive health management, businesses can ensure a healthy and productive workforce, mitigating potential risks and enhancing overall operational success in the BPO/GBS sector.

AFRISHORE
Bringing the World to Africa!

SUPPORTING YOUR GROWTH. SOLUTIONS THAT EMPOWER.

VERTICALS SUPPORTED

- BFSI
- Financial Services
- Fleet Management
- Technology Tier 1 Support
- i-Gaming
- E-Commerce
- Retail
- Travel & Tourism
- Healthcare
- Insurance





OUR SOLUTIONS

- 24/7 Admin processing centre
- 24/7 Travel booking facility
- Customer services and support
- Collections
- Retentions
- Admin Support
- QA & Validation
- Lead Gen
- Sales
- 24/7 monitoring of sites

Get In Touch With Us

info@afrishorebpo.com

SA: +1 10 109 5888
USA: +1 833 277 7111

www.afrishorebpo.com

Incentive Schemes and Taxation: Leveraging South Africa's Business-Friendly Environment

Investigate available government incentives, special economic zones, and the overall tax environment, which can significantly influence the cost-effectiveness of operations.

These factors provide a comprehensive view of South Africa's strengths and challenges as a BPO/GBS location, helping to inform strategic decision-making.

South Africa offers a range of incentive schemes and favourable taxation policies designed to attract foreign investment, particularly in the BPO/GBS sector. These incentives can significantly enhance the cost-effectiveness and profitability of establishing or expanding operations in the country. Understanding and leveraging these opportunities is key to maximising the benefits of doing business in South Africa.

Business Incentives & Support

GBS Incentive
4 historic iterations of funding for local & international companies

SEZs
Special Economic Zones with additional benefits

Tax Benefits
Competitive corporate rates & R&D deductions



Incentive Schemes

The South African government, through various agencies, offers incentives to promote investment in the BPO/GBS sector. These include grants, tax rebates, and financial support for training and development and SEZs. For example, the Global Business Services Incentive provides funding to local and international companies that establish BPO operations in South Africa, helping to offset setup and operational costs. Now, on their fourth iteration, these incentives enhance the country's competitiveness as a BPO destination, making it an attractive option for businesses seeking cost savings and efficiency.

Taxation Benefits

South Africa's tax regime is structured to support business growth, with various benefits available to companies operating in the BPO/GBS sector. These include tax deductions for research and development, accelerated depreciation on capital investments, and exemptions on certain types of income. The country's corporate tax rate is competitive compared to many other emerging markets, providing an additional incentive for businesses to establish a presence in South Africa.

Information and Support

Businesses looking to take advantage of these incentives and navigate the local tax environment can access a wealth of information and support from industry bodies. The national body for the BPO industry, BPESA, provides comprehensive resources and guidance on available incentives, regulatory requirements, and best practices for setting up operations in the country. Similarly, the Western Cape and Eastern Cape offer region-specific incentives, with CapeBPO offering information and support in their region, particularly for businesses seeking operations in Cape Town. Both organisations are valuable partners in helping companies maximise the benefits of operating across South Africa.

Strategic Planning

To fully leverage these incentives, businesses should engage in strategic planning that aligns with South Africa's regulatory framework and industry-specific requirements. This includes understanding the criteria for qualifying for incentives, complying with local laws, and ensuring that operations are structured to take full advantage of tax benefits. Working with local advisors and industry bodies can provide the necessary insights and support to navigate this process effectively.



> South Africa's government incentive schemes and favourable taxation policies make it a highly attractive and cost-effective destination for BPO/GBS operations. By leveraging these opportunities and working closely with industry bodies like BPESA and CapeBPO, businesses can enhance their cost-effectiveness and competitiveness in the global market, ensuring long-term success and profitability.

Expanding Horizons - Specialised BPO and GBS Services in South Africa

As South Africa continues solidifying its position as a global leader in BPO and GBS across traditional CX Services, the opportunity for brands to diversify into specialised service offerings has a proven track record. Beyond the traditional areas, specialised subsets such as Legal Process Outsourcing (LPO), Finance and Accounting, and Healthcare Process Outsourcing, for example, present untapped potential. These niche sectors are gaining traction as more global brands tap into the specialist skills available within these mature South African markets. With South Africa's deep and robust financial services sector, the expansion of global brands utilising the valuable pool of skills to support their needs is scaling year on year. Additionally, the robust healthcare sector has been referenced. With global growth across the iterations of healthcare needs, South Africa is increasingly supporting





a global community. Several LPO firms have established themselves as on-shore captives and specialist BPO operators. These examples highlight how South Africa can support international business by leveraging its unique strengths in each domain. Domains currently successfully being supported from within South Africa;

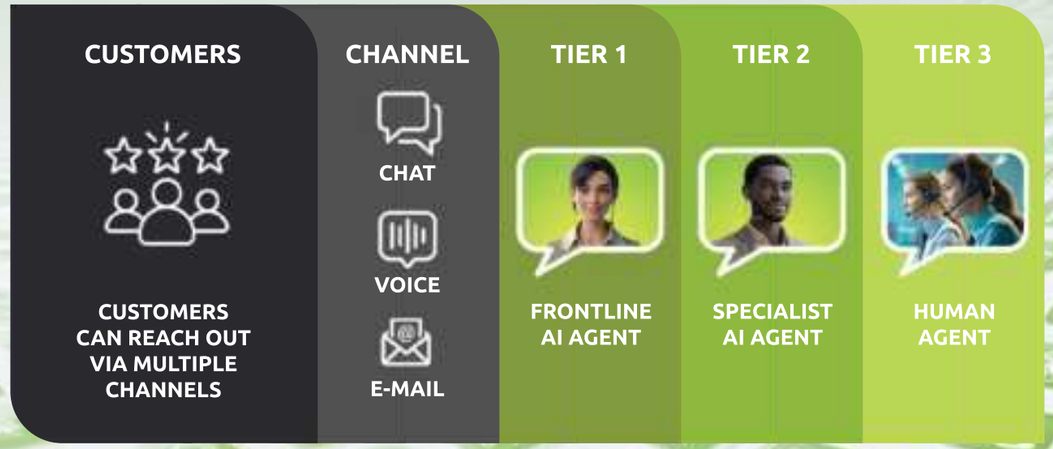
Debt Collection / Recovery and related services

- Debt counselling & management
- Debt consolidation
- Debt mediation
- Debt settlement
- Debt advice
- Debtor rehabilitation
- Financial education – budgeting assistance
- Black list removal
- Credit monitoring
- Arrears and final notices
- Retail service collections
- Credit card debt & financial services
- Retail credit
- Personal credit

CLEVVA

Fully automate your Tier 1 and Tier 2 voice, e-mail & chat conversations, safely.

CLEVVA is a conversation automation specialist. We set up and operate AI - enabled Frontlines for regulated contact centres.



Why choose CLEVVA?

- **Instant scale**
- **Trusted compliance**
- **Reduced costs**
- **Improved insights**

We take care of everything.
From the technology to the multidisciplinary team.

- Less hassle and risk
- Rapid speed to production
- Reduced pressure on staff
- Improved customer experience

Learn MORE

Scan the QR Code to learn more about how we can help you achieve your Digital First objectives!

Legal Process Outsourcing (LPO)

- Legal research and drafting
- Contract management
- Intellectual property services
- Litigation support
- Document review and e-discovery
- Vehicle finance
- Home loans

02

Finance and Accounting Outsourcing (FAO)

- Accounts payable and receivable
- Payroll processing
- Tax preparation and compliance
- Financial reporting and analysis
- Risk management and auditing services

03

Human Resources Outsourcing (HRO)

- Recruitment and staffing services
- Employee benefits administration
- Payroll and compliance management
- Employee training and development
- Performance management and HR analytics

04

Healthcare Process Outsourcing (HPO)

- Medical billing and coding
- Claims processing and management
- Healthcare data entry and analysis
- Remote patient monitoring and support
- Telemedicine services

05

Procurement and Supply Chain Management Outsourcing

- Supplier management and sourcing
- Inventory management
- Logistics and transportation services
- Order processing and fulfilment
- Spend analysis and cost optimisation

06

IT and Digital Services Outsourcing

- Software development and maintenance
- Cloud computing and data centre management
- Cybersecurity services
- Application testing and support
- IT helpdesk and technical support

07

Knowledge Process Outsourcing (KPO)

- Market research and analysis
- Business intelligence and data analytics
- Research and development (R&D)
- Financial modelling and valuation
- Content development and management

08

Customer Experience (CX) and Contact Centre Services

- Multichannel customer support (voice, email, chat)
- Customer relationship management (CRM)
- Technical support and troubleshooting
- Customer retention and loyalty programs
- Social media management and support

09

Creative and Content Services Outsourcing

- Graphic design and multimedia production
- Video editing and animation
- Content writing and copywriting
- Digital marketing and SEO services
- Translation and localisation services

10

Engineering and R&D Outsourcing

- Product design and prototyping
- CAD drafting and 3D modelling
- Industrial engineering and process optimisation
- Quality assurance and testing
- Research and innovation services

11



Where BPO and GBS Decisions Take Shape

Independent advisory | Market intelligence | Strategic consulting | Executive engagement | Publishing

Enabling informed decisions across global Business Process Outsourcing (BPO) and Global Business Services (GBS) ecosystems.

GBS Nexus is a specialist advisory and market development platform supporting the evolution and growth of BPO and GBS globally.

We operate at the intersection of **global demand and delivery capability,** connecting markets, regions, and stakeholders to unlock opportunity and drive informed decision-making.

Our work is grounded in **practical experience, deep industry knowledge, and a trusted global network** of operators, buyers, investors, consultants and policymakers.

Our Approach

We provide **independent insight, strategic direction, and access to the conversations that matter.**

Our strength lies in **connecting the right people, at the right level, for the right reasons.**

Through our established global networks, we facilitate **meaningful executive engagemen** and enable **high-value, insight-led decisions** across markets.

Our initiatives include

- The Business Leaders' Definitive Guide to Offshore BPO and GBS (multi-market insights)
- Executive roundtables and private "Come Dine With Us" engagements
- Market intelligence and advisory services for global buyers and operators
- Strategic support for investment, expansion, and market entry

BPO2SA | COME DINE WITH US BPO Dinners | GBS.WORLD | THRIVE

Through these initiatives, we are helping to shape the global narrative around BPO and GBS; highlighting credible, competitive, and scalable delivery destinations across multiple regions.

The opportunity is real. | The capability exists. | The conversation is evolving.

GBS Nexus is at the centre of that evolution

Explore the platform. Engage with the network.
Access insight that informs real decisions.

Founders

Rod Jones | Traci Freeman | Mark Angus

Global delivery is no longer about location. It is about informed choice.

GBS NEXUS

www.gbsnexus.com



Real Estate and Property Management Outsourcing

- Property valuation and appraisal
- Lease management and administration
- Facilities management
- Property marketing and sales support
- Tenant management and support services

12

Gaming and Animation Outsourcing

- Game development and design
- 2D/3D animation production
- Quality assurance and testing
- Visual effects (VFX) services
- Game localisation and translation

13

Engaging with the Africa Federation of GBS Associations industry veteran communities such as CCXConsult Network and bodies like BPESA or CapeBPO is recommended for more detailed information and guidance on capitalising on South Africa's BPO and GBS opportunities. These organisations provide valuable resources and support to businesses seeking to expand their South African operations.

CONTACTBABEL
REAL DATA. REAL INSIGHTS.



Based on surveys with 100+ South African contact centres

Download for free from www.contactbabel.com/sa2026

krisp

Voice AI and South Africa's Next CX Advantage

Krisp's real-time Voice AI unlocks clearer calls, faster resolution, and global scalability.

Bidirectional Noise Cancellation · Accent Conversion · Voice Translation · Agent Assist · Speech Analytics

+25%	-10%	+25%	85+
FCR	AHT	ESAT	NPS

Trusted leading contact centers and BPO associations

CEM · BPESA · iContact · NUTUN · ttec

Sources, References and Useful Contacts

trilogy
ai enabled bpo
GOLD PARTNER

Africa Federation of GBS Associations

Continental Organisation for the GBS / BPO Sector
https://africagbsfederation.org/

BPESA (Business Process Enabling South Africa)

National Industry Body for the GBS / BPO Sector
https://www.bpesa.org.za/

CapeBPO

Regional Industry body for the BPO industry in the Western Cape - https://capebpo.org.za/

CollectiveX

National entity focused on digital skills access and development
https://thecollectivex.org/

CXOutsourcers

Global network community of business leaders and decision-makers within the customer experience (CX) and outsourcing sectors
https://cxoutsourcers.com/

Genesis Global Business Services (G-GBS)

Global-to-local research, advisory and strategy firm for today's Experience Economy
https://genesisgbs.com

GBS.World

Global B2B marketplace administered by Genesis GBS, helping business buyers discover sourcing opportunities and verify, shortlist and right-source service providers and nearshore/offshore locations.
https://gbs.world

Rod Jones Consulting

A South African-based firm led by internationally recognised CX and BPO expert Rod Jones, offering strategic advisory, consulting, and training services focused on customer experience, contact centre operations, and global business services (GBS).
https://rodjones.co.za

Ryan Strategic Advisory

Leading global consultancy offering market intelligence, strategic insights, and advisory services to the BPO and customer experience sectors. -
https://ryanadvisory.com/

TRUSTED PARTNER SINCE 1993

vvm
DEBT RECOVERY SPECIALISTS

Global Receivables.
Proven South African Expertise.

VVM is a specialist receivables management partner supporting international organisations seeking reliable, compliant and performance-driven debt recovery solutions from South Africa.

Established in 1993, we bring over three decades of operational experience across multiple sectors.

We Support International Clients Across:

- RETAIL
- MEDICAL & HEALTHCARE
- TELECOMMUNICATIONS
- FINANCIAL SERVICES

WHY OUTSOURCE TO VVM?
- 30+ Years of Proven Stability
- Skilled English-Speaking Team
- Strict Compliance and Data Security
- Advanced Financial & Legal Environment

COMPREHENSIVE RECEIVABLES MANAGEMENT
- Early Stage Collections
- Late Stage Recovery
- Legal Process Management
- Customer Payment Rehabilitation
- Portfolio Analytics and Reporting
- Recovery Strategy Optimisation





Recovering Value. Protecting Your Brand.

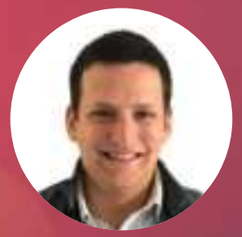
International Outsourcing Enquiries Welcome
Partner with South Africa's Debt Recovery Experts
www.vvm.co.za • info@vvm.co.za • +27 (0) 11 329 8518

Acknowledgements

As we conclude this project, we take a moment to sincerely thank the many individuals who contributed to shaping this book. Some provided peer reviews, others offered practical suggestions, thoughtful commentary, or generously shared their time and expertise. Each has made a meaningful contribution to what we hope is a valuable and lasting resource.

The contributors are listed in alphabetical order, each offering a unique perspective and contributing to the enhancement of the final work. We are deeply grateful for the support, feedback, and encouragement we have received throughout this journey.

Mark Angus
Roz Broome
Mark Essey
Evan Jones
Matt Kendall
Ross Moodey
David Neale
Shoana Padayachee
Andy Quinan
Peter Ryan
Andy Searle
Debby Webster



Kevin Lasky
Chief Operating Officer, ApexCX

We would like to pay special tribute to Kevin Lasky, Chief Operating Officer of ApexCX, whose insight, guidance, and dedication were instrumental in shaping the early stages of this book. Kevin's deep understanding of customer experience operations and his commitment to excellence provided both structure and inspiration during the formative phases of our work. We are sincerely grateful for the time, expertise, and passion he devoted to this project, and we recognise the valuable role he played in helping us bring our vision to life.

Connect your business to unlimited growth

with solutions to help you thrive.

Internet
Choose fibre, LTE, 5G or satellite services to connect and grow your business with flexible broadband options.

PABX
Future-proof your business's communications with scalable solutions that integrate and enhance collaboration.

Voice and calling solutions
Stay reachable with voice calling solutions at a low operational cost. Choose unlimited VoIP or fixed-line calling plans.

Mobile plans
Achieve agile business operations with nationwide mobile solutions. Choose a variety of plan options to suit your business's needs.

Yep!
Unlock growth with Yep!'s diverse offerings, including web creation, online advertising and reputation management tools.

Financial services
Get a business loan and grow your business with TelkomLend plus optimise day-to-day operations with TelkomPay.

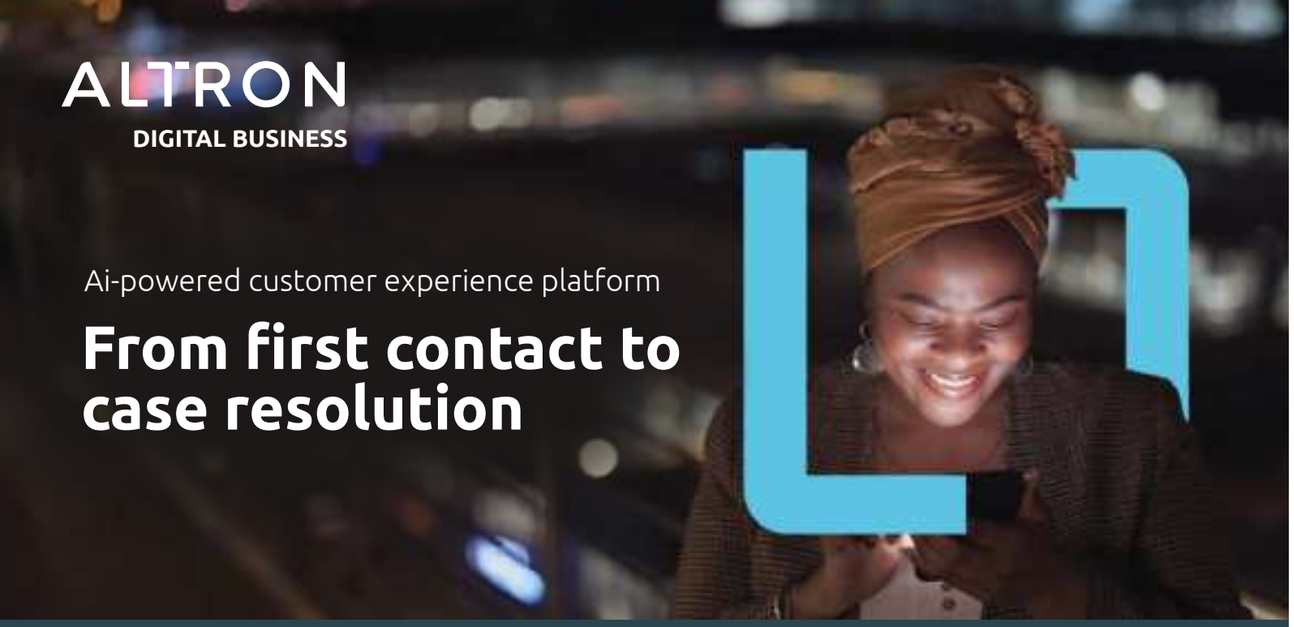
Software-as-a-Service (SaaS) tools
Smart-up your business with tech tools like security solutions, utility products, asset tracking products and building management products.

Devices
Get all the latest hardware you need, from smartphones to routers and more.

Call 10213, go to any Telkom shop or visit Telkom.co.za/business

Telkom Business *Possible begins here*

Ts&Cs apply. E&OE.



Intelligence that works as hard as your teams do.

Today's customers expect fast answers relevant conversations and seamless service every time they reach out. Altron helps you deliver exactly that with an integrated AI-powered customer experience platform built for real world BPO and GBS environments.

By connecting enterprise contact centre capabilities with intelligent CRM case management, we help you resolve cases faster reduce friction for agents and turn every interaction into a better customer experience with measurable business impact.

Complete CX Stack

Contact Centre
Genesys Cloud | Huawei AICC

CRM Layer
Microsoft D365

AI & Intelligent Automation

Let AI take care of the repetitive work. From conversational bots to sentiment analysis and smart routing your agents get the support they need to focus on what matters most.

Omnichannel Contact Centre

Meet customers wherever they are. Voice digital and self-service channels work together seamlessly with intelligent routing and workforce optimisation built in.

Intelligent Case Management

See the full customer story in one place. Automated workflows SLA tracking and AI-driven recommendations help teams resolve issues efficiently and consistently.

Predictive Analytics & Insights

Make better decisions in real time. Dashboards and insights give you visibility into trends performance and quality so you can continuously improve outcomes.

Ready to talk CX? Scan the QR code or email us
cx@altron.com

Buyers Guide

trilogy ai enabled bpo
GOLD PARTNER

BPO CX

Afrishore

Afrishore BPO combines people-first leadership with advanced technology to deliver exceptional outcomes in high-growth verticals, across the globe, enhancing client performance, empowering employees and creating lasting value across the communities it serves.

www.afrishorebpo.com
info@afrishorebpo.com
+1 10 109 5888

BPO CX

Boomerang

Boomerang BPO is your proven CX partner, known for unparalleled Customer Satisfaction scores, skilled talent and the right technology to drive meaningful outcomes at every stage of the customer journey.

www.boomerangbpo.com
info@boomerangsa.com
+27 021 6738100

BPO CX

Call Lab

Call Lab is a Cape Town–based BPO delivering inbound, outbound and back-office services through an omni-channel contact centre platform, combining skilled agents, operational flexibility and international standards to provide tailored customer experience solutions.

www.call-lab.com
team@call-lab.com
+ 27 87 47 000 37

BPO CX

CallForce Outsourcing

CallForce Outsourcing is a South African BPO provider delivering customised contact centre and omnichannel solutions globally, combining people, processes and technology to optimise operations and enhance customer experience across multiple industries.

www.callforceoutsourcing.com

BPO CX

Capita

At Capita Experience, we deliver market-leading customer service outsourcing combining local knowledge perspective to enable you to compete, transform and thrive through challenge and change.

www.capita.com
CapitaExperience@capita.com

BPO CX

CoActivate

CoActivate Group delivers managed sales, service and support operations, combining skilled people, proven processes and intelligent technology to drive performance across the full customer lifecycle.

www.coactivategroup.co.za
rogergerrish@coactivate.co.za
+27 83 326 0313

BPO > CX

Merchants

Merchants is a leading customer management and business process outsourcing provider specialising in digitally enhanced customer experience solutions. The company combines skilled people, advanced technology and operational expertise to deliver scalable customer interaction services for global clients across multiple industries.

www.merchantscx.com

BPO > CX

Nutun

Nutun is a global business process outsourcing company headquartered in South Africa, delivering customer experience, collections, analytics and back-office services. With a large, skilled workforce and technology-enabled operations, Nutun supports organisations worldwide while advancing employment and impact sourcing initiatives

www.nutun.com

BPO > CX

ThriveBPO

ThriveBPO helps call centres increase sales, improve collections, and boost customer satisfaction using proven behavioural science, practical training, and optimised scripts that drive measurable performance without adding operational complexity.

www.thrivebpo.co.za
kevin@thrivebpo.com

BPO > CX

Trilogy

Trilogy BPO's DBOT methodology helps global companies build, operate, and eventually own a high-performing, cost-effective South African contact centre, providing a turnkey solution that reduces risk and ensures operational maturity and quality.

www.trilogybpo.com
info@trilogybpo.com
+27 736686096

BPO > CX

iTalk International

iTalk International is the leading South African BPO driving technology-powered customer engagement and scalable outsourcing solutions. With us you don't just outsource, you are partnering with a catalyst for change.

www.italkinternational.com
kinesh@italkinternational.com
+27 82 606 3265

BPO > CX & Shared Services

Outworx

Outworx is an African outsourcing provider based in South Africa, specialising in customer experience, contact centre operations and back-office processing, delivering scalable, technology-enabled solutions for international clients across multiple channels and global time zones.

www.outworx.co.za

BPO > Collections

LUMEN

Lumen Global Business Services is a female-owned BPO, led by an executive team with over 25 years' experience delivering compliant debt collection and LPO solutions to highly regulated organisations.

www.lumengbs.co.za
ngovender@lumengbs.co.za
+27 (0)71 633 5480

BPO > Collections

VVM

VVM is a specialist receivables management partner supporting international organisations seeking reliable, compliant and performance-driven debt recovery solutions from South Africa. Established in 1993, we bring over three decades of operational experience across multiple sectors.

www.vvm.co.za
info@vvm.co.za
+27 (0) 11 329 8518

CX Community > Industry Association

Africa Federation

A pan-African industry federation uniting national GBS, BPO, CX and ITO associations to position Africa as a trusted, competitive hub for global business services, driving economic growth, skills development, collaboration, and sustainable outsourcing excellence across the continent.

www.africagbsfederation.org
info@africagbsfederation.org
+27 83 657 3112

CX Community > Industry Association

BPESA

Business Process Enabling South Africa (BPESA) is the national industry body for the GBS sector, promoting trade, member interests, and sustainable growth to ensure a thriving Global Business Services industry in South Africa.

www.bpesa.org.za
info@bpesa.org.za

CX Community > Industry Association

CapeBPO

CapeBPO is the Western Cape's strategic industry body dedicated to growing the BPO sector. Promoting Cape Town as a global delivery destination, attracting international investment, and developing local talent through training initiatives that create employment and support sector expansion.

www.capebpo.org.za

CX Community > Industry Community

CxOutsourcers

A global C-suite mindshare community, forum and platform for CX and outsourcing leaders, offering strategic insights, research, and best practices to better understand buyer priorities and navigate trends in CX, BPO and business services decision-making.

www.cxoutsourcers.com
info@cxoutsourcers.com
+27 83 657 3112

Vendor > Consulting

CCP

Customer Contact Panel (CCP) supports organisations considering South Africa for contact centre delivery, providing independent support across operations, technology and outsourcing, drawing on a global network with 40+ delivery partners in South Africa.

www.customercontactpanel.com
hello@customercontactpanel.com
+44 (0) 77 913 82285

Vendor > Consulting

Contactbabel.

ContactBabel's free published research helps contact centres compare themselves to their closest competitors so they can understand what they are doing well, what needs to improve and how they can do this.

www.contactbabel.com
smorrell@contactbabel.com
+44 1434 682244

Vendor > Consulting

Roz Broome Consulting

Roz Broome Consulting helps organisations entering international BPO markets through readiness assessments, strategic direction, and clear value propositions, enabling informed decisions, stronger positioning, and successful participation in global outsourcing opportunities.

www.rozbroome.com
roz@rozbroome.co.za

Vendor > Consulting

Sensory Intelligence

Pioneering sensory intelligence® for call centres. Our PhD-backed Senses on Call™ assessment, workspace audits, and training programs reduce attrition by optimising how agents interact with their environment.

www.sensoryintelligence.com
lombard@sensoryintelligence.com
+27846611010

Vendor > Consulting & Standards

CCXConsult Network

CCXConsult Network is a collective of highly experienced, independent CX and BPO consultants who operate individually or in collaboration, delivering strategic guidance, operational expertise, and practical solutions to contact centre leaders worldwide.

www.ccxconsult.co.za
info@ccxconsult.co.za

Vendor > Intermediary / Broker

ApexCX

ApexCX is a full life-cycle CX partner helping organizations assess, design, and transform CX using human expertise, technology, and AI to improve satisfaction, efficiency, and revenue through scalable contact center optimization, workforce management, quality assurance, and analytics.

www.apexcx.com
Kevin.Lasky@apexcx.com
1 410 630 6998

Vendor > Intermediary / Broker

Impact Lives CX

ImpactLives CX is a CX outsourcing advisory and brokerage firm helping global brands evaluate, launch and optimise BPO partnerships, combining expert vendor assessment and impact sourcing principles to build sustainable, high-performance CX ecosystems.

www.impactlivescx.com
JohnStanovcak@impactlivescx.com

Vendor > Intermediary / Broker

The Knowledge Group (tkg)

The Knowledge Group supports buyers sourcing BPO and business services in South Africa and beyond, providing independent, data-led insight grounded in deep local market knowledge to enable better sourcing, renewal, and cost optimisation decisions.

www.welovetoknow.com
hello@welovetoknow.com

Vendor > Intermediary / Broker

USMaart

USMAART provides smart outsourcing consultancy, matching companies with global BPO partners to build cost-effective omnichannel contact centre operations that improve customer experience, sales performance, and ongoing service quality.

www.usmaart.com
sadiq@usmaart.com
+44 787 614 7062

Vendor > Property

Megatrend

South Africa's proven partner in contact center site selection, expansion and consolidation. Megatrend Properties provides specialist property advisory services to BPO and contact center operators across South Africa.

www.megprop.co.za
Bruce.Abbott@megprop.co.za
+27 72 629 1491

Vendor > Standards

APLISO-Plus

APLISO-Plus enables organizations to achieve ISO compliance through expertise, BPO experience, and comprehensive governance, risk, compliance software solutions.

www.apliso.com
info@apliso.com
087 150 5559

Vendor > Technology

Altron

Altron Digital Business is a uniquely South African, end-to-end technology partner committed to promoting local growth, operational efficiency, and innovation, strategically positioning businesses for sustained success.

www.digitalbusiness.altron.com
digitalbusiness@altron.com
+27 (0) 11 645 3600

Vendor > Technology

Callbi

Callbi is a cloud-based speech and interaction analytics platform that analyses voice and digital conversations to provide actionable customer insights, improve compliance, enhance performance, and deliver measurable CX and operational results.

www.callbi.io
info@callbi.io

Vendor > Technology

CLEVVA

CLEVVA is South Africa's first specialist digital BPO, designing, building, and running digital frontlines that automate Tier 1–2 interactions, scale trusted self-service across channels, and free human agents to focus on higher-value Tier 3 conversations.

www.clevva.com
info@clevva.com

Vendor > Technology

Genii Analytics

Genii delivers explainable AI-powered Interaction Intelligence for BPOs and contact centres. We automate quality, separate agent behaviour from system failure, uncover root causes, and convert insight into action that reduces cost and improves performance in sales and compliance.

www.geniianalytics.com
info@geniianalytics.com
+27 (0) 21 551 5307

Vendor > Technology

Go Rentals

Go Rentals provides rented and managed IT hardware for South Africa's BPO industry, enabling large-scale laptop and desktop rollouts, ISO-certified configuration centres and nationwide enterprise support.

www.iris.audio/clarity
online@gorentals.co.za
+27 (0)101 400 888

Vendor > Technology

IRIS CLARITY

AI-powered audio software removing background noise, developed in Formula 1 and trusted by Afrishore, PLP Group, and Konecta. IRIS Clarity reduces costs, ensures compliance, strengthens inclusivity, and protects sensitive information.

www.iris.audio/clarity
support@iris.audio
+44 7387 869671

Vendor > Technology

Krisp

Krisp powers global CX with real-time Voice AI, improving call clarity and productivity for South African BPOs through accent conversion, voice isolation and noise removal, live translation, and privacy-first deployment at scale.

www.krisp.ai/contact-center
laura@krisp.ai

Vendor > Technology

Rentworks

RentWorks and ReWorks empower BPOs with flexible, cost-effective, sustainable IT solutions. Financing growth through smart rentals while refurbishing returned equipment for a reliable second life that maximises value and impact.

www.rentworksafrica.com
info@rentworksafrica.com
011 549 9000

Vendor > Technology

SMD Technologies

SMD delivers global technology solutions with over 20 years' experience, supplying leading brands including Sony, Logitech, Accutone TP-Link and Volkano, partnering with BPESA, BPO2SA and CapeBPO to reduce overall cost per seat in contact centre environments.

www.smdtechnologies.com
B2b@smdtechnologies.com

Vendor > Technology

Smartz Solutions

Smartz Solutions is a cloud based omnichannel CCaaS platform integrating communications, back office operations and employee engagement to deliver scalable, cost effective customer experience, workforce optimisation and real time analytics across all customer interaction channels.

www.smartz-solutions.com
info@smartz-solutions.com

Vendor > Technology

Telkom

Telkom is one of the most value-offering telecommunication companies in South Africa. Voted Best Value Network for its continued commitment to offering value-first and value-adding services and products.

www.telkom.co.za/business
info@telkom.co.za
10213

Vendor > Technology

Telviva

Telviva is a market leader in cloud-based communications and strives to enable better quality conversations for businesses through context-driven Unified Communications as a Service (UCaaS) and Contact Centre as a Service (CCaaS).

www.telviva.co.za
sales@telviva.co.za
0878 200 200

Vendor > Technology

QPC Traxion

QPC Traxion is a global technology company specialising in real-time workforce management and contact centre performance analytics, using AI to unify high-quality customer interaction data across complex, multi-site environments into a single, consistent operational view.

www.qpc.com/plans/enterprise
Andre.leroux@arked.co.za
+27 82 469 8093

To the visionaries of South Africa's BPO and GBS sector,
who understand that every job created is more than a number.
It is a promise of dignity, purpose, and possibility.

They are architects of futures, turning economic opportunity into lasting social change.

May their courage to innovate continue to shape a nation where work is not just a livelihood, but a pathway to a better tomorrow.

South Africa is not only a story of resilience and humanity. It is a world-class business destination. With its deep talent pool, cultural affinity, advanced infrastructure, and proven track record in delivering excellence, choosing South Africa is more than an ethical decision. **It is a smart business decision**, one that combines competitive advantage with boundless opportunity.

Here, capability meets character, and global organisations find not just a service partner, but a nation of people ready to create impact, drive growth, and shape the future of customer experience.



AFRICA
FEDERATION OF GBS ASSOCIATIONS

One Continent. One Voice. Global Impact.

Africa is a rising force in Global Business Services.

WHY AFRICA. WHY NOW.

- Young, skilled, multilingual talent
- Digital capability and innovation
- Proven delivery across global markets
- Competitive cost structures

CONTINENTAL REPRESENTATION

Bringing together industry associations and ecosystem leaders from across Africa, including:

EGYPT | ETHIOPIA | KENYA | MOROCCO | NIGERIA | RWANDA
SOUTH AFRICA | UGANDA | ZIMBABWE

Working collectively to strengthen standards, attract investment, enable buyer confidence and elevate Africa's global value proposition.

OUR MANDATE

To unify Africa's GBS ecosystem, strengthen standards, attract investment, enable buyer confidence and drive sustainable economic growth across the continent.

Africa is not competing alone.
Africa is competing together.

Join the movement shaping Africa's global services future.

www.africagbsfederation.org

South Africa is redefining the future of global outsourcing.
This guide reveals why smart businesses are choosing South Africa as their strategic CX and BPO hub — today and for the future.

BPO2SA©

PUBLISHED BY

GBS NEXUS

GBS Nexus (Pty) Ltd
Johannesburg, South Africa
www.gbsnexus.com | info@gbsnexus.com

For collaboration opportunities and advisory services, connect with us at info@gbsnexus.com