

“The C3Africa Human Capital Focus Report presents a positive and optimistic picture of the state of human capital management in South African contact centres “

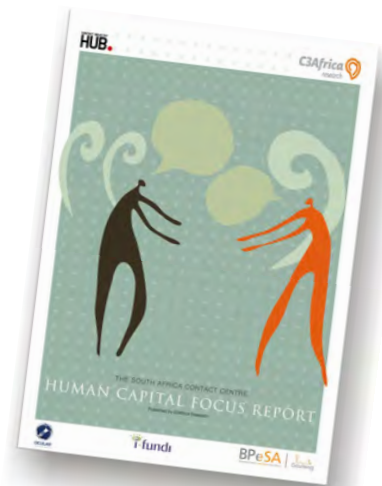
Loane Sharp
Optimization analyst at Quest Staffing Solutions



Generating Vital Industry Business Intelligence

Does our industry offer modern day slavery? Or do we provide “Decent Work” for 150,000 South Africans?

The 2009/10 Human Capital Focus Report provides all the latest data, information and business intelligence relating to the human capital aspect of the South African contact centre industry. This 120 page high quality , book format report will give you and your management team the vital information, trends and insights that will be necessary for you to make astute, knowledge-based decisions in 2010 and beyond.



***Global Knowledge • International Experience
• Regional Representation***

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C3Africa is a member of the Ascentys Group

A Ground-Breaking Research Report

C3Africa is proud to present the 2009 Human Capital Research Report, a ground breaking, in-depth analysis of the HC aspects of the South African contact centre environment. With extensive reviews on vital topics such as the right sourcing, selection, training, development, recognition, reward and wellbeing of staff, the Human Capital Focus Report provides extensive, in-depth industry and regionally specific data and business intelligence.

An Accurate Reflection of a Vibrant, Growing Industry

The C3Africa Human Capital Research Report reflects an accurate picture of a vibrant industry which is setting high standards of HR practice and providing decent work to over 150,000 South Africans. The Report is a "must have" for all strategists and decision-makers in the industry. It provides valuable qualitative feedback on the status of human relations in contact centres across the full spectrum of the industry.

Unfair Labour Practices? Get the real facts!

Armed with this vital knowledge, organisational leaders can use this to ensure long-term efficiency, cost effectiveness, and customer satisfaction. They will also have the hard facts and validated realities on hand to help mitigate against allegations suggesting unfair labour practices in their operating environment and in the industry as a whole.

Tables, Graphs, Section Highlights and Expert Commentaries

The high quality, Human Capital Focus Report features 120 glossy pages of tables, graphs, summaries and expert opinions giving YOU the reliable knowledge on which to base far-reaching strategic and tactical decisions.

Exclusive Business Insights by Recognised Experts

The report contains commentary on all the major findings, with a full set of statistical table, plus provocative opinion pieces written by seven of our top industry human capital experts.

- Roland Witham
- Loane Sharp
- Stefan Lauber
- Adelaide Matlejoane
- Andre du Toit
- Rod Jones
- Chere Monaisa



Temp to permanent agent conversion
Q29. After how many months is a temporary agent converted into a permanent agent, on average?

Incidence %	Total survey
	N=35
1 - 3 months	22.9
4 - 5 months	8.6
6 - 8 months	25.7
9 - 12 months	2.9
13 - 15 months	0.0
16 - 18 months	0.0
19 - 23 months	
24 months and more	

Attrition rate
Q31. What is your permanent agent staff attrition rate per annum?

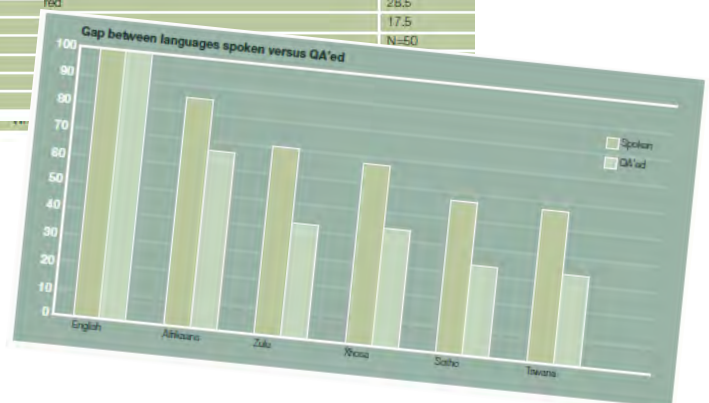
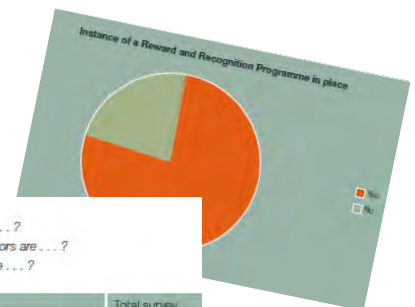
Incidence %	Total survey
	N=58
Under 5%	17.0
5% - 10%	34.0
11% - 15%	9.4
16% - 20%	11.3
21% - 25%	19.2
26% - 30%	5.7
31% - 35%	1.9
36% - 40%	1.9
41% - 45%	3.8
46% - 50%	1.9

Recruitment costs by type of business
Q16. What is your anticipated expenditure on recruitment for 2009?
Q33. Thinking about staff operating costs, what is the monthly cost of an agent seat?
Q34.1 What is the cost when you recruit inhouse?
Q35. What is the average cost to recruit a temporary agent externally?
Q36. What is the average cost to recruit a permanent agent externally?

Mean (Rand)	Total survey	Type of business		
		Captive only	Outsource only	Captive & Outsource
Recruitment expenditure	N=32 818 113	N=14 1 306 400	N=12 822 500	N=6 270 000
Monthly cost per seat	N=40 22 680	N=15 25 678	N=16 16 816	N=9 28 111
Cost to recruit inhouse	N=5 4 163	N=3 3 767	N=3 6 393	N=2 1 500
Cost to recruit permanent agent externally	N=28 19 379	N=12 31 600	N=10 9 180	N=6 12 187
Cost to recruit temporary agent externally	N=21 18 351	N=8 36 667	N=6 3 046	N=4 7 750

Employment equity profile
Q30.1 What percentage of call centre agents are ... ?
Q30.2 What percentage of team leaders / supervisors are ... ?
Q30.3 What percentage of call centre managers are ... ?

Incidence %	Total survey
Agents:	N=51
	15.6
	48.3
	21.4
	14.7
Supervisors:	N=48
	16.6
	37.4
	28.5
	17.5
Managers:	N=50





"The C3Africa Research Human Capital Report comes at a time when the South African contact centre industry is experiencing a time of introspection and reflection. Driven by economic and social realities it is a time to look inwards; to analyse and to diagnose areas of strength and weakness; to face the impact of market and social changes taking place; to devise new and refreshing strategies and tactics and to move ahead into 2010 and beyond with assured confidence."

Bulelwa Koyana, Interim CEO of BPesa



Generating Vital Industry Business Intelligence

Credible Industry Knowledge and Reliable Business Intelligence

Using C3Africa's unique and constantly updated and validated database comprising over 1,500 Southern African contact centres and over 6,000 contact centre professionals, C3Africa Research has established a well-proven record for producing credible industry research and reliable business intelligence.



First published in Q3/2008, The 200 page C3Africa **National BPO & Call centre Report** has become a much-quoted source of accurate data reflecting the key quantification elements comprising the South African industry.

Published in late Q4/2009, the C3Africa **Human Capital Report** drills down into the major elements and drivers influencing the human capital aspect of the South African contact centre industry.

**AT LONG LAST
South African-International OUTSOURCING
Research Report.**

Scheduled for fieldwork Q2/2010 and publication Q4/4 2010

The Domestic Outsource / BPO Industry

- What business processes and contact centre or customer management functions are South African companies outsourcing?
- Why are they outsourcing?
- What do outsourcers demand?
- Growth projections?
- Business Opportunities?
- Job creation?

International BPO / Outsourcing

- Who is outsourcing?
- What contracts are being outsourced
- Outsourcers' demands
- How does South Africa rank?

Participate in this vital BPO industry survey NOW.

For more information and participation options please contact Angela Kelleher angela.kelleher@c3africa.com or telephone +27-(0)82-927-5946



Commencing with fieldwork early in 2010 and with a target date for publication late in Q2/2010, the long-awaited C3Africa **South African Contact Centre Technologies Report** promises to provide a great deal of previously unavailable data relating to the take-up, current usage and anticipated future usage of all manner of technologies utilised by the industry. The study will include probes on vital strategic issues such as Hosted Technologies, Connectivity & Bandwidth and other key developments affecting the industry.

ORDER FORM

Be sure that you have all the latest data, information and business intelligence relating to the human capital aspect of the South African contact centre industry. This 120 page high quality , book format report will give you and your management team the vital information, trends, insights and business intelligence that will be necessary for you to make astute, knowledge-based decisions in 2010 and beyond.

Package One

2009/2010 Human Capital Report
R2,500+vat
 (BPeSA Members R2,250+vat)



Package Two

2009/2010 Human Capital Report
PLUS 2008/9 South African BPO & Contact Centre Report¹
R3,000+vat
 (BPeSA Members R2,700+vat)
¹ PDF file on CD



2008/9 SA BPO & Contact Centre Report¹

R1,000+vat
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 (Price for national and regional BPeSA members is R2,250 + vat)
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Two-In-One Package: Full 2009 Human Capital report plus a CD of the 2008 National BPO & Contact Centre Report, comprising 200 pages of vital SA BPO & Contact Centre Industry statistics
A not to be missed opportunity to get the full picture of the industry in SA R3,000 +vat
 (Price for national and regional BPeSA members is R2,700 + vat)
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