

OUR CURRENT VISION

Creating Employment partnerships where everyone is valued, cared for and secure.

Our vision is to apply our full range of capabilities to improve our productivity and value to customers.

OUR REPUTATION

Our reputation reflects our professional expertise and we've developed a unique insight into what makes a business successful.

It's this insight that makes us trusted business partners.

OUR CURRENT MISSION

Our mission is to remove administrative burden and risk, and to enhance employee benefits by delivering innovative, secure and valuable professional employment solutions to corporate clients worldwide.

OUR EXPANDED MISSION FOR GROWTH (2015-2017)

Our mission is to effect sustainable improvements and support informed decisions on how integrated Business Process Outsourcing service excellence is delivered.

To raise our standards – providing faster, cheaper, better service – and bringing about a culture change that brings greater responsibility and accountability across all levels of the organisation.

Explore and implement strategies to Support Improvement. Build capacity & capabilities and embrace tools & technologies. And communicate Value.

OUR GUIDING VALUES

- High quality services
- Superior execution
- Added value benefits
- Help customers succeed

VALUES

- INTEGRITY
- PEOPLE
- SERVICE
- QUALITY
- PERFORMANCE
- INNOVATION
- GROWTH

Openness Accountability Innovation

We all try to do things better

- we all work as one team
- we are always helpful and give a first rate service to customers
- we build trust through the way we behave
- we develop ourselves and others to make a valued contribution

The strategy plan is mapped out as the key to building a successful foundation for the organisation. It depicts our overall business strategy in focus areas, that ultimately will lead to achieving our expanded vision. It provides a critical link between a complex strategic plan and a clear pathway. It is a **people-focused plan**. By focusing in our most important asset – our people through Employee Development & Innovation. With an appropriately trained and motivated workforce, we focus our energies on finding greater Operational Effectiveness and Efficiencies. And all of these areas together allow us to meet (and hopefully exceed) the expectations of our Customers, and communicate performance and illustrate the value of services being provided. Each measurement in the system is linked directly to the strategic direction of the organisation. We will rely on this plan for managing business processes in meeting customer requirements and foster continuous improvement.

This Strategy Plan will allow for the following to be accomplished:

- Clear understanding and communication of performance measures in managing the key strategy-related activities within the organisation;
- A distributed management team to deploy customised, cascaded balanced scorecards downward and across business units and functions;
- Management of key improvement initiatives and to check alignment to key strategic measures and objectives;
- Linkage of the strategic objectives from top management to front-line employees, while also aligning and managing those employees' personal goals and aspirations.

GOVERNANCE

OPERATIONAL EXCELLENCE

We are a dynamic organisation that anticipates emerging needs and delivers exceptional service and value

We will bring organisation structure fully into alignment with business plan.

We will be driven by excellence, innovation, teamwork and collaboration across business functions.

FOCUS AREAS

- CUSTOMER FOCUS
- GROWTH & SUSTAINABILITY
- OPERATIONAL EFFECTIVENESS EFFICIENCY EXCELLENCE
- LEADERSHIP & MANAGEMENT
- PEOPLE DEVELOPMENT FRAMEWORK
- INNOVATION

STRATEGIC OBJECTIVES FOR A HIGH PERFORMANCE DRIVEN ORGANISATION

EXPLORE AND IMPLEMENT STRATEGIES TO SUPPORT IMPROVEMENT

- We will communicate Value.
- We will provide our customers with superior quality services, and value by timely and courteous delivery of our services, at competitive prices.
- We will deliver a defined & agreed level of customer service
- We will ensure a positive experience for every client interaction
- We will redesign organisational aspects for customer intimacy while retaining reliable day-to-day service
- We will enhance our reputation / brand and Get Known.
- Build a brand to be synonymous with the highest quality services and a worldwide reach.
- We will find efficiencies to improve margins and increase perceived value of our services in the eyes of our clients
- We will minimise customer loss rate & maximise customer acquisition
- We will maximise average sale per customer
- We will explore new revenue models – diversified revenue streams
- We will fine-tune our customer proposition & USPs

WE WILL OPTIMISE OPERATIONAL EFFICIENCY

- We will improve lifecycle management for sustainable service delivery
- We will build capacity & capabilities and embrace tools & technologies to enable processes and to support the implementation of sustainable improvements.
- We will promote & enable use of information / know-how, lessons learned to foster continuous improvement and help us to better plan, manage and deliver outsourcing services.
- We will review our service levels and undertake a range of improvement initiatives as to improve outcomes through an excel mindset culture
- We will develop new and revised standards, processes and guidance through improved training
- We will better manage critical risks and streamline regulatory compliance
- We will identify opportunities for growth
- We will compile a partner opportunities shortlist

WE WILL STRENGTHEN OUR PEOPLE DEVELOPMENT FRAMEWORK

- We will evolve HR practices to enable the organisation
- We will maintain a diverse high-performance client-centric workforce
- We will enhance internal communication as to engage all staff on strategy & Values & efficient use of resources available
- We will align behaviour with core vision, mission and values
- We will enhance leadership effectiveness & management capabilities at all levels
- We will maintain a positive, productive workplace
- We will continuously innovate to find the best technologies and service methodologies.
- We will create a unique excel mindset culture that fosters and embeds values and drives for excellence
- a culture that drives change and delivers sustainable results
- We will enable employees to develop & contribute to their full potential to their full potential
- We will provide our employees with tremendous opportunities for career growth

PERFORMANCE METRICS

Measuring, monitoring, and communicating performance results in comparison to the stated goals allows the organisation to determine effectiveness and provides management with data necessary to make informed decisions.

- Market share
- Channel cost
- Profit by customer, by segment
- Customer value chain – Total cost of ownership
- Customer engagement targets met
- Customer service rating
- Customer retention
- Customer bonding – Switching costs

Cost performance

- Quality performance
- Workload / Implementation Measures
- Efficiency / effectiveness ratings

Employee engagement survey results

- Development plans
- Training hours
- Time-to-market
- Rate of product/service introduction
- % of sales from new products/services
- R&D as a % of sales
- Relative involvement of new products/services in customer value chain

IMPROVEMENT INITIATIVES

- Enhance reputation – Get Known
- New model / channels for customer acquisition, relationship management & retention
- Develop & Refine product / service range – (Value for Money)
- Develop lower cost products / services for global delivery
- Continuous improvement – Emotional Intelligence growth
- Strengthen & expand network – geographical footprint
- Develop coaches / teaming partners in high value customers
- Establish effective customer and Contact management tools - processes
- Streamline policies and processes
- Streamline contract renewal/ negotiation process
- Ensure that our solutions enable business functions
- Continuously pursue efficient, seamless implementation processes
- Embrace tools & technologies
- Deliver innovative solutions – Employee innovation programme - suggestion system
- Provide key input – Subject matter expert for informed decisions
- Develop strategic partnerships – Create BEST VALUE Contracts through strategic vendor relationships
- Employee engagement / motivation - Recognise performance excellence - Team Excellence Award
- Wall of Excellence to share strong impacts, recognition and reward, vision & mission)
- Wall of Shame to record complaints and top 10 negative events)
- Strategic product / service visions – Innovation task teams
- Benchmark performance
- Improve internal communication pathways
- Enhance new orientation training
- Attract & retain talented professionals
- Develop a strong marketing function – Market analysis skills / marketing & customer intimacy skills & customer feedback analysis
- Deep understanding of customer needs, trends and strategies for market niches (strategic planning skills)

EXPECTED OUTCOMES

CENTRAL FOCUS

- Deliver on time and on budget
- Decreased costs / Realised savings - Lower Total cost of Ownership (TCO)
- Add Value - Added flexibility / scalability - Secure & Confidential
- Great Client Experience - Peace Of Mind
- Standardisation of business processes - Automated systems / tasks
- High volume throughput - Sophisticated shared services - subcontracting / offshoring
- Learn / Continuous performance improvement
- Increased productivity
- Increased profits/revenue
- An excel mindset culture - Extensive training and development

Key value objectives

- Lower cost
- Better risk management
- Better process quality

Sources of value

- Economies of scale
- Process optimization
- Labor arbitrage

EFFECTIVENESS

- Quality
- Access to information
- Supplier leverage
- Economic return
- Alignment with business
- Working Capital

EFFICIENCY

- Cost
- Cycle time
- Productivity
- Staffing
- Technology leverage

Our key enablers to ensure our success:

People

We will continue to ensure that we have a professionally competent and supported workforce that is utilised to its full potential

Governance

We will demonstrate that our corporate governance framework is effective and robust

Performance and delivery

We will manage the organisation effectively and efficiently through robust planning and performance management

Information

We will use and manage information effectively and in accordance with best practice

Communication and engagement

We will actively communicate and engage in an open and responsive manner with all our stakeholders

Evidence

We will ensure that our work is informed by evidence and research

We Must Empower the Organization to Change

FROM

- Selling Products
- Transactions
- Silos

TO

- Selling Solutions
- Relationships
- Integrated Business and Functional Units

We Must Act as a Team

Executive Team
Held together by a shared view of the strategy

Strategy

- customer focus as well as maximising synergies

Governance

- Clear line of authority and responsibility
- Consistent, standards embedded in operating processes
- Proactive decision making

Processes

- Standardised processes which are compliant with policies and regulations

Technology / IT

- Systems aligned with client requirements
- Advanced requisitioning and management tools for supporting reports on performance and communication

Performance

- Focus on quality delivery, targets and realised service levels
- Alignment of KPIs and objectives with corporate targets
- Periodical evaluation of contracts, SLA's, and performance

Make good decisions and make them happen

ONE TEAM...ONE GOAL > CREATE A REWARDING, STIMULATING ENVIRONMENT THAT EXCEEDS SERVICE PROVISION EXPECTATIONS AND MAKES THINGS HAPPEN

Human Capital

- Attract, Develop and Retain the Best People
- Develop Strength in Core Multidisciplinary Business Competencies
- Develop an Aligned Culture
- Implement Organisational Succession and Development Planning
- Establish More Personnel with Linguistic Skills

Organisation Capital

- Create Customer Focused Culture
- Create Personal/Company Goal Alignment
- Capture "Best Practice" and Ideas from External Business, Scientific and Technological Community
- Develop Culture of Creative Exploitation of Change, Innovation and Disruption

Information Capital

- Develop Strategic CRM Portfolio
- Increase Knowledge Sharing
- Learn Lessons
- Develop and Implement Strategic Contact Management Plan (Major Customers and Teaming Partners)
- Identify Company Acquisition Growth Opportunities

People

Training & Knowledge Management

Technology

Process Design

Management Reporting

Performance Driven Organisation

People alignment

Strategy Execution

Technologies

STRATEGIC OUTCOMES

Satisfied SHAREHOLDERS

Delighted CUSTOMERS

Efficient and Effective PROCESSES

Motivated & Prepared WORKFORCE