



TEK EXPERTS

RWANDA CASE STUDY

▶▶▶▶  tek experts

by Harambee Rwanda and Genesis GBS





INTRODUCTION

In today's hyper-competitive Global Business Services (GBS) market, location is a key determinant of success for industry buyers and operators.

A rapidly growing economy, political stability, a skilled talent pool and a pro-business environment are factors driving Rwanda's desirability as an attractive GBS/BPO location. Tek Experts, a global provider of technical talent solutions and a trusted partner to some of the world's largest, most-respected organizations, has and continues to leverage these success factors in their delivery site in Rwanda's capital, Kigali, yielding exceptional performance and outcomes for their global tech clients.

How has Tek Experts Rwanda achieved success by establishing itself in this location in the heart of East Africa?

TEK EXPERTS RWANDA OVERVIEW

SEPTEMBER
2021



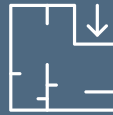
Date of
Establishment

SORAS
TOWERS,
KIGALI



Site
Location

2 500
SQM



Total Office
Space

GARY
BENNETT



Tek Experts Rwanda
Country Manager

53

Initial Workforce Size

199

Current Workforce Size
(December 2022)

600

Total Seat Capacity &
Estimated Workforce
Size by the end of 2023

SERVICES DELIVERED



Technical
Support



Customer
Success



Cloud and IT
Support



Software
Development
Proposed Service for 2023

CLIENTS

16

Average Number of
Business Lines per
Customer



Global Tech Enterprises
Supporting their
Customers/End Users

OPERATING HOURS



Offer 24/7 Support or "Follow-the-Sun" Model Covering Source Market Geographies, ensuring Robust Business Continuity Planning (BCP)





TEK EXPERTS RWANDA SUCCESS

GROWTH

251%

Growth in Seats After 1 Year Since Establishment

QUALITY

95%

Support Sat. Score
Consistently Surpassed Goal by an
Average of 5 Points Over 8 Months

92%

Customer Effort Score
Consistently Surpassed Goal by an
Average of 12 Points Over 8 Months

PRODUCTIVITY

111%

Productivity Score
Achieved and Surpassed Goal within the First Four Months and Consistently
Achieved and Exceeded Targets for the Past 5 Consecutive Months

THE TEK EXPERTS SUCCESS JOURNEY

Tek Experts' decision to establish a delivery site in Rwanda is based on the crucial building blocks that the country has in place to facilitate a high performing ITO operation delivering services on global standards. Some of these include:



- *Strong and reliable infrastructure with reliable high-speed connectivity and stable power.*
- *A rich and growing talent pool that had an ample supply of Level 1 and 2 support engineers and customer success talent that can provide bilingual support. As such, there are little recruitment challenges and the company has the ability to build a future talent pipeline.*
- *A favorable time zone to the Europe, Middle East and Africa (EMEA) region.*
- *Move-in ready prime commercial real estate.*
- *The ease to set up a business quickly.*

Tek Experts Rwanda was established in September 2021, despite the global disruption caused by the ongoing COVID-19 pandemic. In fact, the launch of Tek Experts in Rwanda was planned in full knowledge of the pandemic.

Going live with one client, an international enterprise software provider, in October 2021, Tek Experts Rwanda employed 50 engineers to

provide technical cloud and IT support and customer success. In partnership with Harambee Youth Employment Accelerator, the sourcing and interview processes were conducted several months prior to Tek Experts Rwanda's launch, allowing Tek to identify and recruit engineers while simultaneously fitting out their site, resulting in an expedited launch in Rwanda.

Through pre-establishment reconnaissance and stringent planning, as well as an ITO enabling environment, Rwanda provided a strong foundation for Tek Experts to effectively deliver technical support services to the client's customers and meet key performance metrics, despite the challenges stemming from the global COVID-19 pandemic.

Moreover, the Rwandan engineers adapted well to learning and understanding the complex technologies they support and how the enterprises work, delivering high quality outcomes from the start.

Due to this exceptional performance, more products and complexities were added to Tek Experts Rwanda's service portfolio in March 2022. Tek Experts Rwanda moved from providing entry level or Level 1 customer support and a small number of Level 2 services to creating additional roles at varying levels of skill and complexity, including customer success and sales support.

Consequently, Tek Experts Rwanda's team of engineers grew to 80 in April 2022. This growth was generated organically without Tek Experts Rwanda having to garner more seats from other clients.

This presents salient evidence of how Rwanda's enabling environment combined with a harmonized stakeholder ecosystem successfully supported the growth of a technical support operation at scale, which had not yet been tested in the country.

Continued high performance during the year resulted in Tek Experts Rwanda adding more lines of business to its client's account from 2 to 16. As such, the team expanded to 199 engineers in December 2022.

To support this growth in service delivery, Tek Experts Rwanda has looked to its internal team by enrolling four employees in a leadership development program, as well as promoting 60% of the team to Level 2 engineers.

With a new account launched in Q4 of 2022, Tek Experts Rwanda has grown their team to 199 and is expected to grow their team further to 600 by the end of 2023.

Tek Experts Rwanda Growth Journey



TEK EXPERTS EMPLOYEE SUCCESSION

Flourishing alongside the company are Tek Experts Rwanda's employees, where several individuals have been trained and groomed into more complex roles within the organization.

As such, Tek Experts Rwanda has achieved high levels of Employee Experience (EX), translating into the company's exceptional delivery of customer experience (CX).

Level Up

4 Level Up delegates have completed the leadership training. Three are Team Managers, while the fourth decided to grow their technical career as opposed to leadership.

The company is about to start another Level Up development wave with 8 new Team Managers.

L2 Engineer Growth

60% of Tek Experts Rwanda's original 50 engineers have now been promoted to L2 Engineers. In less than a year, a third of all the company's L2 roles have come from internal development and promotion



T4 Train-the-Trainer

14 engineers have been trained to be technical trainers. Three engineers have been awarded new roles as full time training promotions.

Operations Manager Growth

Two internal Team Managers are set to be appointed as Operations Managers.

Talent Acquisition Growth

Tek Experts Rwanda's receptionist has been promoted to Talent Coordinator and is progressing their career in Talent Acquisition.



ENABLING FACTORS

There were several enabling factors that contributed towards the successful market entry of Tek Experts into Rwanda. These included:

Deep Talent Pool and Proximity to Education Institutions

Tek Experts' access to a deep, localized talent pool is made possible by its proximity to four of Africa's top STEM and leadership universities located in Kigali. As such, Tek Experts (and other operators) can tap into the 23 000 annual graduates, of which over 2 000 have specialist IT qualifications. These graduates are available to Tek Experts from universities such as the African Leadership University (ALU), Akilah Institute, University of Rwanda and Carnegie Mellon University-Africa.

Strong Government Support

Tek Experts received strong support from the Rwandan Government to rapidly establish an ITO operation with ease. With Rwanda being ranked 2nd in Africa and 39th globally for Doing Business, Tek Experts was able to launch the delivery of technical support services seamlessly and rapidly to its global clients. Moreover, Tek Experts quick, organic growth was enabled by a conducive GBS/BPO ecosystem facilitated by the Rwandan Government, consisting of development agencies, local education institutions and youth employment accelerators.

"With a tech background, I wanted to join a company that would allow me to enhance my capabilities and advance my career. I'm not just working for the best and biggest names in technology, I have the opportunity to be part of a huge family of like-minded people worldwide."

– Pacifique Ngaruyinka, IT Desk Service Specialist





Reliable Transport Infrastructure and Safety

Tek Experts is able to operate a 24/7 or “Follow-the-Sun” delivery model due to Rwanda’s organized public transport system and the country’s high level of safety. Staff can be transported timeously and safely during day and nighttime hours, allowing Tek Experts to service customers in varying time zones.

Regional Tech Hotspot

Tek Experts has been able to leverage off Rwanda’s emergence as a tech hub in East Africa. This includes the country’s broad 4G coverage of 95% and robust, modern ICT infrastructure, which has created an enabling environment for Tek Experts to seamlessly deliver uninterrupted services to international buyers. Additionally, an array of tech and start-up hubs provides a steady supply of localized talent to Tek Experts Rwanda.

English Proficiency

Moreover, a notable portion of talent Tek Experts has access to are B2 English speakers who can communicate with international customers[1]. When candidates require work readiness and elocution coaching they can approach organizations like Harambee Youth Employment Accelerator, a social enterprise that addresses youth employment with demand-led work readiness training.

Training and Talent Development in Rwanda

Training and developing new IT talent has been an efficient process for Tek Experts due to the local youth’s culture of inquisitiveness, eagerness to learn and desire to grow. As such, Tek Experts Rwanda have seen a highly receptive attitude in their youth workers, where youth workers listen to and internalize feedback. Furthermore, they have shown to put constructive criticism into action, solving complex cases and yielding exceptional outcomes as a result.



[1] English level B2 is the fourth level of English in the Common European Framework of Reference (CEFR), a definition of different language levels written by the Council of Europe. In everyday speech, this level would be referred to as “confident”.

TALENT AND SKILLS FOR TEK EXPERTS



Over and above the enabling factors that have garnered success for Tek Experts Rwanda has an active skills development ecosystem that builds and sustains a valuable talent pipeline. Not only does this bridge skills gaps within the company, but also produces pools of scarce IT talent. This assists in creating international demand to deliver IT services from Rwanda, which has driven Tek Experts Rwanda's organic growth.

Talent Development, Growth and Retention through elev8

One of the key components of this ecosystem is the consistent digital skills training provided by elev8, Tek Experts' sister company, that builds on digital skills development and growth, while retaining top talent within Tek Experts Rwanda. Elev8 applies a unique progressive skills training approach, where the training model is segmented and competencies are "layered" into progressive training segments. This successfully narrows the scope for employees, enabling them to grasp critical skills quicker and effectively applying them to their role. As such, higher levels of productivity and customer experience (CX) are achieved, making employees feel valued, increasing the probability of retention. In this way, Tek Experts Rwanda prevents the watering down of its talent pool and the

loss of capabilities. In addition, Tek Experts Rwanda's digitally enabled workforce brings agility to maintaining service delivery to its global clients, as it builds capacity to prevent disruption caused by the ebb and flow of talent.

Talent Development with Key Sector Stakeholders

Another key player enabling success in Tek Experts Rwanda's skills development is its joint initiative with GIZ (German development agency) through the Invest for Jobs initiative. The program supports companies in investment activities that have a high impact on employment, building digital skills in a range of capabilities to create international demand to deliver IT services from Rwanda – one of the key contributions to Tek Expert's rapid growth in the country. These capabilities include the following:

Administering
Windows
Servers

Network
infrastructure

Network and
Storage
Virtualization

Hyper-V
Configuration

Networking
Concept

Azure
Fundamentals

Cloud
Fundamentals

The clear, effective communication of these digital capabilities to international customers has been facilitated by Tek Experts Rwanda's partnership with Harambee Youth Employment Accelerator, who focuses on bridging English fluency gaps. Through their Speak English Program, Harambee assists Tek Experts Rwanda to assess and accelerate spoken English skills to build a pipeline of

youth employees that can communicate with international customers fluently. The program focuses on moving candidates from a B1 to B2 level of English. Through this collaboration, Tek Experts Rwanda's employees can resolve an IT query and clearly communicate it to the customer, thereby maximizing CX and performance-driven growth.



Recruitment Process

These relationships have enabled Tek Experts Rwanda the ability to train and build IT skills not only with candidates that have an IT qualification, but also those that possess a non-technical degree, broadening their talent pool potential. In partnership

with elev8, graduates with a desire to learn and have an aptitude for IT are taken in by Tek Experts Rwanda and are trained into IT roles. Consequently, Tek Experts Rwanda has significantly deepened its talent pool, enabling its ability to create and meet demand for outsourced IT services.

"I joined Tek Experts Rwanda because of its multicultural environment. I've always loved to work with different people from all over the globe. This opportunity has pushed me to learn new skills and advance my career in the growing tech market." – Jackie Kalisa, Site Learning & Development Manager



STRONG BUSINESS CONTINUITY CAPABILITIES

A sustainable skills pipeline and digital competencies supports a seamless shift of talent to different areas of the business when the need arises, safeguarding business continuity for the organization.

Strengthening Tek Experts Rwanda's business continuity capabilities is the country's sophisticated ICT and physical infrastructure. Rwanda's 7 000 kilometer fiber optic backbone enables impressive internet speeds, averaging 30 Mbps, one of the fastest in Africa.

Moreover, the far-reaching fiber network supports Tek Experts Rwanda's uninterrupted on-site and hybrid/work-from-home (WFH) delivery of services. Coupled with modern power connections, Tek Experts Rwanda can provide on-site continuity with hybrid/WFH options.



BCP During the COVID-19 Pandemic

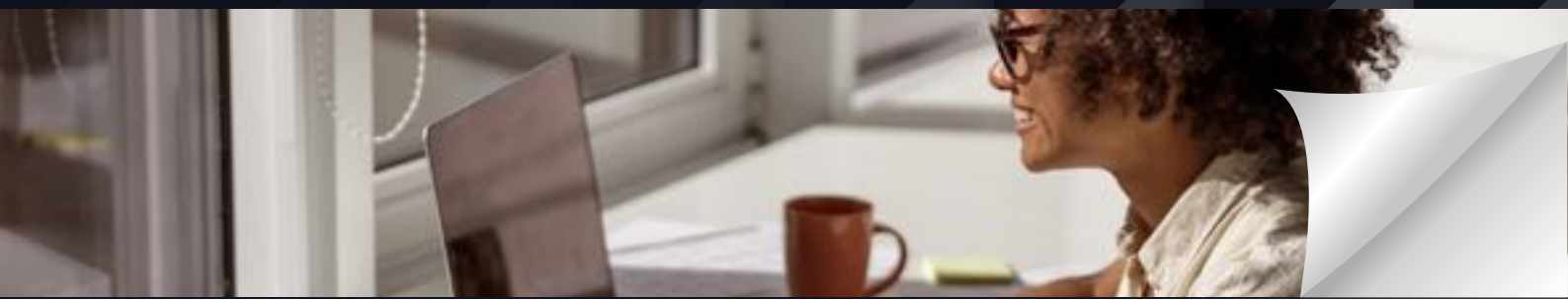
Tek Experts journey in Rwanda commenced in the throes of the COVID-19 pandemic, whereby business continuity formed a key structure in the company's launch. As a result, Tek Experts Rwanda is founded on BCP, presenting global buyers a strong business continuity value proposition.

Combining Tek Experts Rwanda's robust BCP and Rwanda's sophisticated ICT infrastructure, Tek Experts Rwanda successfully produced exceptional technical support outcomes to international customers. This is as much a testament to Tek Experts as it is for Rwanda.

Key BCP procedures, including health and safety protocols and rapid remote working initiatives provided Tek Experts Rwanda the capacity to seamlessly deliver technical support services during the COVID-19 pandemic.

These procedures were successful in Tek Experts Rwanda achieving zero positive COVID-19 cases from the start of the pandemic until December 2021, when the first cases were reported.

In the instance when an employee tested positive for COVID-19, but felt fit to work, they would be shifted to WFH. Tek Experts Rwanda assisted in setting up a



remote workstation in the employee's home by supplying them with computer equipment and data packages connected to liquid fiber.

As such, employees who tested positive, but felt fit to work could continue delivering services to international customers, while protecting the health of fellow employees. In this way, business continuity was secured for the client and Tek Experts Rwanda itself.

Those employees who were infected with the COVID-19 virus and unable to work were given sick leave and only returned to work until they had made a full recovery.

Managed crises like these serve as compelling features for buyers seeking a multi-shore delivery model. More so, it was paramount to Tek Experts success story in Rwanda, where it flourished during a global pandemic.



Key Account: International Enterprise Software Provider

A resilient business continuity model combined with a strong talent pipeline were some of the reasons that landed a multi-billion USD per annum international software enterprise provider as Tek Experts Rwanda's first account. The account went live in October 2021.

Seen as an extension of the client's team, Tek Experts Rwanda delivers Level 1 and 2 technical support, IT service desk and cloud and IT support services. Initially, Tek Experts Rwanda provided two lines of business to the client, which has grown to 16 lines of business, including Customer Success and Sales Support.

The growth in business is attributed to performance, measured by key performance metrics, including Support Sat, Customer Effort and Productivity scores.

For this account, Tek Experts Rwanda operates a 24/7 "follow-the-sun" model covering three geographies, including EMEA, the Americas and Asia-Pacific (APAC).

Tek Experts Rwanda not only delivers IT services to the client's customers in English, but also in French and German. Multilingual delivery in French and German is currently not provided at scale; however, Tek Experts Rwanda can recruit from the diaspora around the East Africa region.





OPPORTUNITIES FOR GROWTH

Rapid, organic growth during a global pandemic has crystalized the future growth opportunities for Tek Experts Rwanda. This particularly pertains to performance driven, continual growth past its current 600 capacity with the establishment of a second site and provision of a wider range of complex solutions.

However, demand is key to driving these opportunities. Tek Experts Rwanda needs to create demand for its ITO services to scale its operations further.

To do so, Tek Experts Rwanda aims to develop hubs for more complex, specialized fields where there is a global shortfall in supply, such as cybersecurity and analytics.

“Getting a global tech brand to come to Rwanda is difficult. But now we have one through Tek Experts and I think that means something. We have young Rwandans who can say I service a major global tech brand. Imagine families funneling as many Rwandans as possible into those types of opportunities and what they would be able to do with that experience after X number of years.” – **Pacifique Tuyishime, Chief Investment Officer, Rwanda Development Board**

This equips Tek Experts to create a talent pool for a particular skill required by a potential global buyer. Demand-led skills development can either be facilitated through a university, elev8 or a combination of the two, which can then be delivered from Rwanda by Tek Experts.

Tek Experts Rwanda can leverage off the development of the Kigali innovation City (KIC), a mixed-use innovation city located in the Kigali Special Economic Zone, to grow its IT capabilities and fuel ITO demand. Featuring four universities and tech and innovation hubs, the KIC can

serve as an additional talent pipeline for Tek Experts Rwanda to tap into.

Therefore, the opportunities lie in the tailoring of digital skills required by global buyers within Rwanda



CONCLUSION

Tek Experts has developed a strong foundation in Rwanda and is poised for continued success. This would not have been possible without the country's conducive GBS/BPO ecosystem and large number of talent who are fluent in English and other languages.

Furthermore, fundamental to Tek Experts success in Rwanda is its exceptional

performance and ability to scale despite the COVID-19 pandemic.

Tek Experts Rwanda's impressive growth thus far is only the beginning, as there are still many opportunities to be explored in Rwanda's burgeoning GBS/BPO sector. With their commitment to excellence and talented workforce, the sky is the limit for this innovative company.

"Tek Experts has been a great place to grow professionally and personally. There's a level of fulfilment that comes with working here and I look forward to putting my skills and experiences to good use through collaborations that will help the company grow and achieve its objectives." – **Belyse Uwambayinema, Technical Support Engineer**

