

From EOR to Established: Building Acacium Group's South African Capability with Human Xperience

A delivery centre established in three months, scaling to over 200 employees within less than eight months.



Project Overview

Acacium Group engaged Human Xperience to support the establishment and expansion of its operational capability in South Africa.

The initial objective was twofold. First, to stabilise and support an existing offshore capability in Cape Town. Second, to design a pathway that would allow the organisation to transition from an early stage EOR structure into a fully established South African entity.

Senior stakeholders within Acacium Group worked closely with the Human Xperience leadership team to shape the strategic direction of the South African operation.

The ambition was not simply to create additional capacity, but to build a high-performing global services capability capable of supporting multiple Acacium brands and functions across international markets. This required thoughtful planning around operating models, leadership structures, talent strategy, and long term scalability.

Over time, the Cape Town operation evolved from a small EOR based team into a multi-brand delivery centre serving global markets.

“ Building a new market presence could be straightforward, building one that endures is not, and that is where HX™ focused. ”

From Offshore Pilot to Scalable Global Capability

Expanding into a new geography is rarely about access to talent alone. The real challenge lies in building an operation that is commercially viable, operationally resilient and culturally aligned with the wider organisation.

For Acacium Group, a global healthcare workforce solutions provider operating across the United Kingdom, Europe, Australia and the United States, South Africa represented an opportunity to strengthen its global services capability while maintaining the high standards of quality and service the business is known for.

Human Xperience (HX™) partnered with Acacium Group to design and execute this journey, beginning with an Employer of Record (EOR) model and evolving into a fully established South African entity in Cape Town.

What began as a small offshore pilot team ultimately developed into a multi-brand delivery capability supporting international markets. Through a carefully structured approach that combined strategy, operational enablement and leadership partnership, HX™ supported Acacium Group in building a stable, scalable operation designed for long-term growth.

Challenges

Establishing a new operational hub while maintaining continuity across an existing business environment presented several strategic and operational challenges.

Transition between operating models

Acacium Group needed to transition from a previous EOR provider to HX™ while ensuring stability for employees and continuity for ongoing operations.

Scaling capability in a new market

The organisation aimed to grow its South African team while maintaining the same quality standards and service culture expected across its global operations.

Leadership alignment across geographies

Multiple business units and leadership structures needed to operate cohesively within a single office environment while maintaining the strengths and identity of each team.

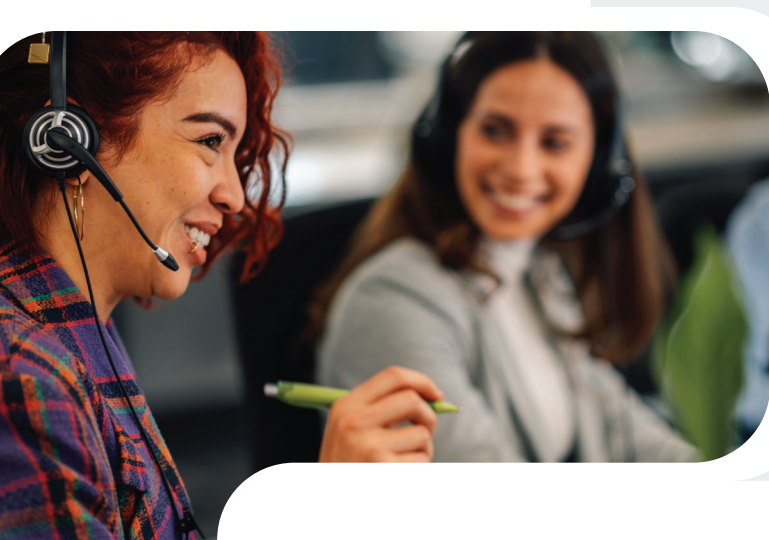
Regulatory and compliance complexity

Moving from an EOR structure to a private company entity required careful management of local employment legislation, tax compliance, payroll processes and corporate governance requirements.

Operational resilience and workforce stability

Ensuring that teams remained supported and confident throughout the transition was critical to maintaining productivity and morale.

These factors required a partner capable of combining strategic insight with practical operational execution.





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Our Approach

Human Xperience (HX™) approached the engagement as a deeply integrated partnership rather than a traditional consulting engagement.

The engagement followed a structured build, operate and transfer approach.

Build

HX™ worked with Acacium leadership to design the operating model for the South African capability. This included guidance on location strategy, talent availability, leadership structure and operational frameworks required to support multiple brands and functions.

Operate

Through the Employer of Record model, HX™ enabled Acacium Group to quickly establish and stabilise its team in South Africa while ensuring full compliance with local employment, payroll and regulatory requirements. During this phase, HX™ supported the development of operational processes, leadership alignment and workforce structures required to scale the business effectively.

Transfer

Once the operation had reached the appropriate level of maturity, HX™ guided the transition from the EOR model into a fully established South African private company structure.

This process included legal structuring, payroll and tax compliance, operational process implementation, leadership enablement and risk management to ensure that the transition could take place smoothly and without disruption to employees or operations.

Throughout the journey, HX™ worked as an extension of the Acacium leadership team, providing both strategic guidance and practical execution support.

Outcomes

The partnership between Acacium Group and HX™ delivered meaningful operational and strategic outcomes.

Key outcomes included:

- ▶ Successful transition from a previous EOR provider to HX™ with full operational continuity.
- ▶ Seamless transition from an EOR model to a fully established South African private company structure.
- ▶ Rapid establishment of Acacium Group's first large scale South African delivery centre within three months.
- ▶ Development of a team of more than 200 employees, supporting multiple Acacium brands across international markets.
- ▶ Creation of a two floor operational hub, including full infrastructure, connectivity and workplace branding delivered by HX™ to ensure a seamless operational launch.

HX™ managed the full operational enablement of the environment, including infrastructure readiness, technology connectivity and workplace design. This ensured that Acacium Group could begin operations quickly while maintaining the quality standards expected across its global business.

The result was a stable, scalable operation that now forms an important part of Acacium Group's global delivery capability.

"Human Xperience have been instrumental in shaping and accelerating the growth of our Cape Town operation. From early guidance on location, skills and talent pools, through to the operating model that helped us establish and scale the business, their contribution has been significant. Their build, operate and transfer approach allowed us to launch quickly while ensuring the long-term capability sat within our organisation. Equally important has been their responsiveness and flexibility as a partner, which has helped us navigate operational challenges and strengthen our global capability."

Mike Barnard, CEO at Acacium Group

