

# Strategic Business Consulting Case Study

**Start-up Technology Company's Story of evolution into a well-structured, proactive and trail-blazing organization --- through implementation of customized, effective and strategic HR transformation and change management process**

## Problem

Our client, a cutting edge start-up company technology company providing niche solutions to mid-market and enterprise marketplace, found themselves in a phase of unprecedented cross Atlantic growth. The company had an excellent software development team but were in need of seamless and proactive HR processes as well as a cohesive corporate structure in place quickly; in-order to exploit the global opportunities to grow rapidly.

Being a start-up company, the corporate culture was informal and they had:

- No formal processes for communication, management of day-to-day functions, operations etc.
- Unstructured and incomplete corporate management team, missing some key functions
- No clear definition of job roles and responsibilities for the key executives
- No clearly defined reporting lines between staff and key executives
- Key executives were involved in various non-strategic transactional functions leading to an unproductive deviation from "business focus"
- no in-house HR processes or personnel

➤ **How could this company design and implement effective HR processes and recruit the additional resources quickly to transform and push their business into the leadership position it desired?**

## Solution

The company looked to Proex to conduct an initial study to scope out the various options possible for development and implementation of strategic HR and HC processes in order to meet their strategic goals. Key features included:

- Proex designed and conducted a customized Initial Study comprising interviewing Management Executives and 2 surveys of all company staff.
- Proex deployed senior in-house consultants (including an Engagement Manager) with wide ranging "real-world" business experience, having worked with start-up technology companies over a length of time to successfully grow them into market leaders through dynamic change management and transformation.
- The key findings of this study were compiled into a report which formed the basis of multiple options highlighted to the client for design and implementation of a strategic transformational HR process.
- The major recommendations made by Proex to client's management were:
  - ✓ creation of a seamless company wide information exchange and communication process to align existing workforce with clearly defined corporate mission and goals
  - ✓ identified gaps in current corporate structure and suggested solutions to address them
  - ✓ creation of inter-department task forces to address current and anticipated issues with authority to resolve them on an on-going basis
  - ✓ identified key strengths of the company to further build upon
  - ✓ identified misconception issues in workforce and strategies to mitigate the risks thereof
  - ✓ recommended unique and specific team-building activities
  - ✓ identified the human resources need for the next 12 – 18 months
  - ✓ recommended creation of a work-force plan followed by Proex's Recruitment Process Outsourcing solution to address the recruitment requirement requirements
  - ✓ identified and defined the initial scope of HR strategic processes (recruitment, induction, employee satisfaction, performance evaluation, employee growth planning, succession planning, employee retention enhancement etc.) and overall HR function to be positioned as a key corporate function with executive level representation
  - ✓ presented "innovative" option of Proex taking on the strategic HR function in an "outsourced" mode aided by an on-site HR consultant for day to day administration; freeing up the key executives to focus on what they do best – concentrate on their business growth

## Results

The company decided to adopt and implement the recommendations made by Proex, to make rapid organizational growth seamlessly:

- Realized major organizational transparency as well as high staff motivation after implementation of a seamless internal communication and information exchange process.
- Creation of 3 different task forces enabled streamlined operations in areas of:
  - ✓ Sales, Marketing & Product Management
  - ✓ Product Development & Professional Services (Implementation and Support); and
  - ✓ Operations and Finance departments
- The company gained “high visibility” after formulating a cohesive corporate structure and hiring of key executives with clearly defined roles and goals, with multiple offers from VCs for additional funding for growth
- The company made major strides evidenced by significantly increased workforce motivation, employee satisfaction as well as responsible commitment of the workforce to achieve the corporate mission and goals
- The company decided that it was too early in the day for them to opt for the Proex RPO solution but did mandate Proex for Talent Acquisition as and when needed based on the workforce plan created by Proex and this led to:
  - ✓ Increased candidate quality.
  - ✓ Reduced hiring time for new employees by over half
  - ✓ High Competency levels of new employees leading to faster integration and productivity of new employees
  - ✓ Decreased new employee turnover.
- Workforce being aligned with and committed to clearly defined corporate mission and goals
- Executive’s time spent on non-strategic activities was REDUCED by over 50%
- The company decided to go ahead with Proex as a Strategic Partner to design, implement and handle the Human Capital / Human Resource function in an “outsourced” mode
- Initial 7 week assignment was extended into a long term business association with Proex