

## **Background and Problem**

Located in the Thames Valley, the organisation is a fast growing IT consulting and software company, with a unique equity partner based ownership philosophy.

They were faced with several challenges, such as achieving their planned growth in revenues and headcount in a very tough trading environment and developing the capabilities to allow them to focus on key projects, whilst in parallel devoting management time to a recent acquisition.

## **Actions Taken**

A TVBA Business Advisor started working with the company in 2002 on a “Business Support Program” focused on ascertaining why the company was failing to attract new partners and then putting in place the appropriate strategies, processes and people to ramp up recruitment.

The review of why the existing recruitment process wasn't working found that there was an outdated strategy, a lack of processes to enable effective management, a lack of administration, no common database of CV's and that the basic 'opportunity' wasn't clear to prospective candidates. In addition the management team, following an acquisition, which took up a lot of their time, had lost focus on the recruitment side of the business and because of the technology recession it was very difficult to recruit new partners.

The recruitment process was redesigned, a new database developed, a database administrator hired, all the existing documentation was reviewed and then either improved or redeveloped. Tele-sales people were engaged, existing staff were motivated and a monthly status reporting system put in place to ensure everyone was kept abreast of progress. In addition, the TVBA Business Advisor performed a 'hands-on' role, involving telephone interview meetings with candidates. A regular review process was also implemented to monitor progress and look at further ways of improving the programme.

## **The Result**

The number of new equity partners joining the company increased by over 200 percent.

The Chairman, management team and other partners were very pleased at the increase in partner numbers as they provided additional funding to continue the growth of the company.

**If you want to find out more about any of the areas covered in this case study and how we can support your business – contact us today.**