

CASE STUDY

Cascade Communications

Recruitment Process Outsourcing



Cascade Communications accelerates its growth

Paradigm Recruitment's international Recruitment Process Outsourcing (RPO) service helps a market-leading networking technology provider to achieve rapid growth into the EMEA region.

Background

Cascade Communications was a \$341m US-headquartered company, which designed, manufactured and marketed Frame Relay, ATM, Remote Dial Access and Broadband Access products to Internet service providers, PTT's and other licensed operators & communications carriers worldwide.

The company was looking to expand aggressively in the EMEA region. With no local HR or Finance headcount in the budget for the region, Cascade Communications looked for a recruitment partner to act as an extension of the US HR team and to support the local VP of EMEA in hiring a European team.

A number of factors were critical for Cascade Communications to succeed in achieving its objectives:

- Recruitment co-ordination and delivery
- Retention of existing staff
- Create brand awareness/recognition

Scope

Cascade Communications' VP of HR was looking for a Recruitment Process Outsource (RPO) solution to cover the following regions:

- Northern Europe – EMEA HQ UK, Ireland, Benelux, Nordics & Baltics
- Central & Eastern Europe – DACH, Eastern Europe, Russia & CIS
- Southern Europe – France, Spain, Italy, Middle East, South Africa

Cascade Communications was looking for a recruitment partner with a demonstrable track record of delivery to emerging technology vendors to provide a fully integrated on-site recruitment service for approximately 35-50 hires per year.

The company had struggled to identify a recruitment partner in whom it had enough confidence to entrust the outsourcing of the recruitment process. These reservations were based on a number of factors, including:

- Cost (large monthly retainers and subsequent recruitment fees)
- Flexibility of the supplier to adapt resources to meet demand
- Suppliers' understanding of Cascade Communications' culture
- Time to hire
- Hiring managers and remote HR functions in the US continued to face pressures from the day-to-day recruitment process.

Given these reservations, Paradigm Recruitment insisted that a number of objectives should be set for the solution to be viable:

- Reduce the lead time from headcount approval to offer acceptance
- Reduce the cost per hire
- Improve candidate quality at shortlist and hire
- Improve client and candidate experience

The Challenge

Cascade Communications faced the challenge of a brand name that was not recognised in Europe. At the same time, the company wanted to attract the top ten percent of over-achieving individuals from its competitors, covering multiple disciplines, and multiple territories and locations. Challenges of the initiative included:

- Recruitment across multiple disciplines
 1. Sales
 2. Marketing
 3. Pre Sales
 4. Technical Support
 5. Operational Support
- Multiple geographical locations across EMEA
- Appointment of a Recruitment Advertising Agency
- Development of a uniform recruitment process for EMEA in line with the corporate process in the US. The process would include:
 1. Candidate sourcing for all roles
 2. Response management
 3. Pre-screening
 4. Interview scheduling and co-ordination
 5. Candidate management
 6. Offer/rejection management
 7. Recruitment partner management
- Transparency in information transfer.

The Solution

Paradigm Recruitment' RPO solution involved the full life-cycle management of the recruitment process, third party agency management, and the provision of detailed management information around agreed recruitment metrics.

Paradigm Recruitment provided an experienced on-site team to partner Cascade Communications' HR team in the US. The on-site team was supported by a team of five at Paradigm Recruitment' HQ - three consultants and two researchers - to cover all hires across the three regions.

The Result

Paradigm Recruitment delivered the following results:

- Time to hire reduced from 71 days to 38 days
- Cascade Communications' EMEA team grew from 3 to 58
- Cascade Communications' revenues up from \$4.6m to \$30m in 1996 and \$70m in 1997 thanks to team growth
- Recruitment cost saving to Cascade Communications: \$358,797
- 98% staff retention

Client Feedback

"Paradigm Recruitment started working with Cascade Communications in 1994. I have found their approach to be refreshing and they take the time to understand our business and its culture. Their methodical and professional approach, as well as their attention to detail, has ensured they have executed well across the various disciplines in the EMEA region.

The Paradigm team, both on-site and off-site, have integrated into the whole Cascade culture and are now a trusted advisor. The benefits they have brought to the business are numerous, but a few highlights would be a significant reduction in the time to hire, reduced cost to hire and employee experience through the process. I would have no hesitation in recommending Paradigm to anyone looking to bring their business into EMEA."

Simon Cordell - VP EMEA
Cascade Communications