

CASE STUDY

Followap

Recruitment Process Outsourcing



Followap Technologies drives global expansion through outsource

Paradigm Recruitment assists Followap Technologies with the management of its global expansion plans by building a process, infrastructure, and ultimately an internal Followap recruitment team.

Background

Followap was a leading provider of Presence and Instant Messaging solutions to the telecommunications industry. The company's products enabled operators to establish advanced, interoperable, presence-enhanced services for next-generation networks.

Followap's customers included major operators such as Vodafone, Hutchinson 3G, Telecom Italia, Wind, Turkcell, Mobinil, and Eircell, with whom Followap launched the first commercial mobile instant messaging service in 2000.

Followap was experiencing an average annual growth rate of 30% and, since the company's inception, had grown to a worldwide workforce of 110 employees. In 2005, Followap's management team had identified a number of internal issues that they felt were holding back the company's continued progress towards its end goal of IPO or acquisition by a larger vendor.

The company aimed to achieve this objective through global revenues and accounts from the three regions: North America, EMEA and APAC. A significant problem was that an increasing number of open vacancies were remaining unfilled. Three key factors appeared to be responsible for this issue:

- Lack of ownership of the vacancy
- Time constraints placed upon the hiring manager, i.e. the inability to dedicate time to the recruitment process
- Lack of process within the recruitment life-cycle

In order to address these points, it was proposed that a thorough review of the existing recruitment process should be undertaken by an external recruitment specialist. Using the findings of this review, Followap would be able to implement best-practice recruitment processes. Once the new processes were in place, and the majority of the open headcount was filled, the recruitment partner would then be tasked with hiring an internal successor who would be trained and mentored to take over the management of the process directly for Followap.

Scope

Followap's CEO, Dotan Volach, and CFO, Mark Rowlinson, were looking for a Recruitment Process Outsource (RPO) solution covering the following regions:

- EMEA – EMEA HQ UK
- APAC – Hong Kong regional HQ
- North America – Washington regional HQ

The objective was to hire sales, systems engineering, technical support and operational staff in line with the company's revenue targets.

Summary of open vacancies:

- 3 x Product Manager
- 1 x User Experience Manager
- 2 x Pre Sales
- 2 x Sales Manager
- 2 x Solutions Architect
- 3 x Solutions Engineer
- 1 x Systems Engineer (Systems Administration)
- 1 x Project Manager
- 1 x Commercial Manager
- 6 x Global Account Manager
- 1 x Service Manager
- 2 x Administration
- 1 x HR & Recruitment Manager
- 1 x Resourcing Manager
- 1 x Director of Services

Paradigm Recruitment had been delivering recruitment solutions to Followap in the EMEA region and was considered at the time to be the supplier of choice. Followap was looking for a recruitment partner with a demonstrable track record of building high-value sales operations to provide a full recruitment service for approximately 20-30 hires per year. The primary drivers for change were:

- To manage the increasing headcount
- To develop the recruitment process
- To reduce time to hire
- To reduce cost of hire
- To remove the pressure of day-to-day recruitment from hiring manager and HR functions.

The Challenge

Followap had struggled to hire the number and calibre of people it required to sustain its phenomenal growth. A major contributing factor was that the management team was very client focused, driving sales and delivering solutions, but with little motivation to devote time to the recruitment process.

As a result, when working on site, Paradigm Recruitment needed to educate and gain the buy-in of the management team regarding the benefits of a structured approach

to recruitment, and of having Service Level Agreements between Followap and its recruitment partners.

By winning over the mindsets of the Followap team, Paradigm Recruitment ensured that both Followap and Paradigm Recruitment achieved the targets set by the CFO. The challenges of the initiative included:

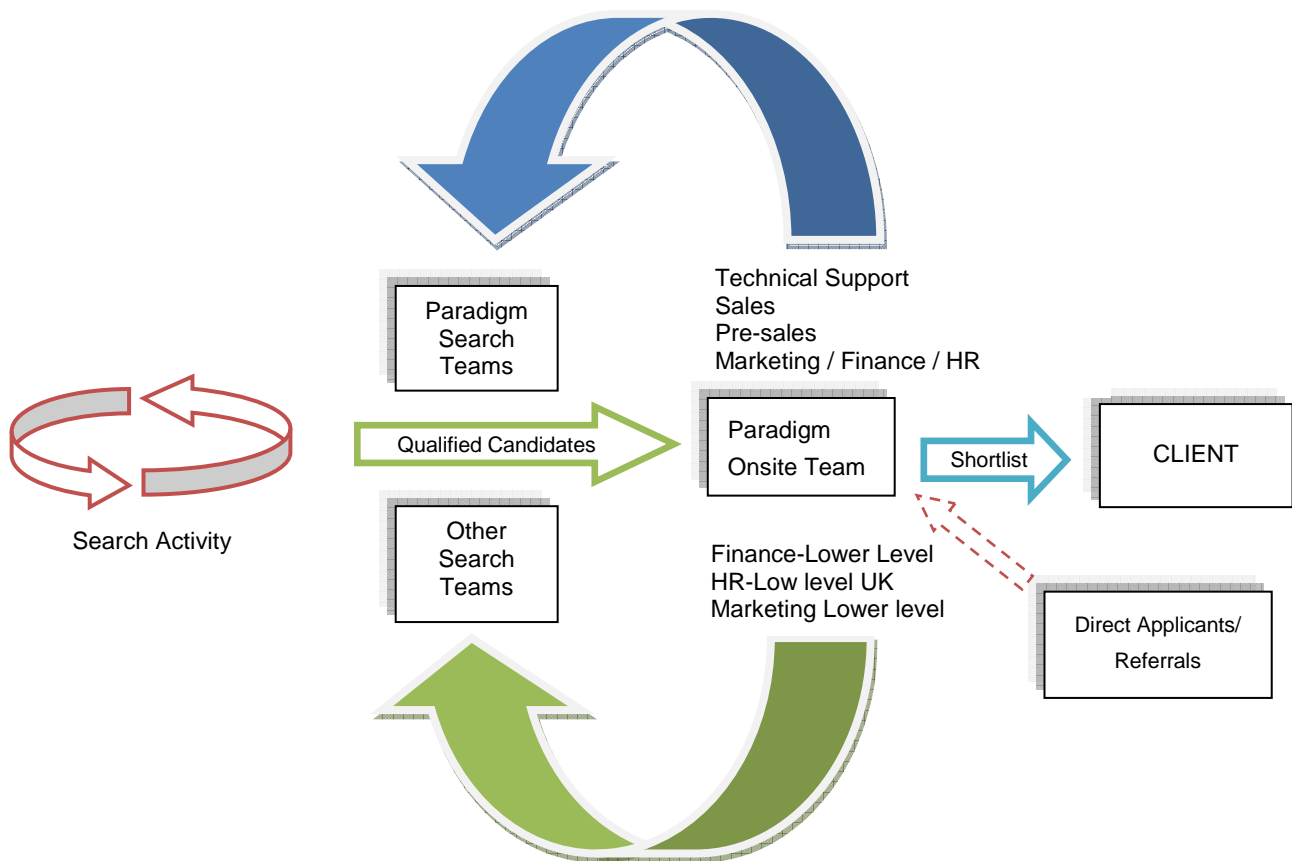
- Recruitment across multiple disciplines
 1. Sales
 2. Pre Sales
 3. Technical Support
- Multiple geographical locations across EMEA
- Development of a uniform recruitment process to include:
 1. Candidate sourcing for all roles
 2. Response management
 3. Pre-screening
 4. Interview scheduling and co-ordination
 5. Candidate management
 6. Offer/rejection management
 7. Recruitment partner management

The Solution

The solution ensured that Followap was provided with fully dedicated resources from Paradigm Recruitment. Followap was assigned two consultant and researcher teams whose sole focus was to resource headcount on behalf of Followap across all disciplines.

The Lead Consultant would spend two days per week on the client site, managing the whole recruitment process for Followap, and managing the company's preferred third party recruitment suppliers. This management process would also be maintained remotely, with constant communication and feedback to line management, and the production of monthly management reports.

In conjunction with the preferred third party suppliers, Paradigm Recruitment assisted in the development of a Service Level Agreement that would be observed both by Followap's line management and by all recruitment partners. This would ensure the best possible outcome in any recruitment process.



The proposed solution was designed for headcount requirements running between 10 and 15 per quarter. Paradigm Recruitment agreed to notify Followap if it was felt that additional resources were required, and to allocate additional dedicated resources to the project where necessary.

The solution involved full life-cycle management of the recruitment process and the provision of detailed management information around agreed recruitment metrics.

The Result

Paradigm Recruitment delivered the following results during FY 2005/6:-

- Time to hire reduced from 132 days to 34 days
- Ratio for CV to 1st Interview ratio down from 9 : 1 to 1.3 : 1
- Ratio for 1st Interview to Offers Made down from 9 : 1 to 3 : 1
- Ratio for Offers Made to Offers Accepted down from 6 : 1 to 1.2 : 1
- Total number of hires: 28
- Cost per hire down by 10% in 9 months
- Followap bought by Neustar for \$139m in November 2006

Client Feedback

“Paradigm Recruitment was tasked with helping our company to continue to build a highly successful operation by introducing best practice processes to manage the growth in headcount. Paradigm’s demonstrable knowledge in the area of EMEA recruitment has significantly helped Followap to achieve all its targets in the hiring of skilled personnel globally for the company.

I would have no hesitation in recommending Paradigm Recruitment to any other start-up organisation if they are looking for a recruitment partner that can manage the recruitment process from a distance and become the recruitment partner of choice.”

Mark Rowlinson - Chief Financial Officer
Followap Technologies