

CASE STUDY

Unisphere Networks

Recruitment Process Outsourcing



Unisphere Networks achieves growth through EMEA outsource

Paradigm Recruitment's managed service solution helps a market-leading networking technology provider to achieve rapid growth into EMEA.

Background

Unisphere Networks Inc. was established in 1998 by Jim Dolce, CEO, and was a leading provider of carrier-class IP infrastructure products to enable data, voice and rich media services. The company was formed by the merger of three networking equipment manufacturers to create a new entity:

Redstone Communications – specialists in edge-routing and BRAS technology. Redstone’s flagship product, the ERX series, was the main compelling reason behind Juniper’s later acquisition of Unisphere.

Argon Networks – specialists in core routing technology intended to compete with the product sets of Cisco and Juniper. The Argon product never made it out of Research & Development and the project was dropped following the Juniper acquisition.

Castle Networks – specialists in voice mediation and softswitch technologies.

The merger of the three companies gave rise to several problems:

- The new company lacked a recognised brand name in a highly competitive market sector, with competition from Cisco, Redback, Juniper and others.
- The new company needed to create a new global culture and ethos, and to convey the vision to all new hires.
- The new company needed to build an EMEA sales operation in line with the global expansion plans of the business.

Scope

Unisphere Networks was looking in 2001 to develop its EMEA capabilities and needed to build both a sales and a sales support operation to develop and win business, and to manage existing relationships. The company needed a structured approach to attract the right quality of candidates to meet its business objectives.

Summary of open headcount:

Regional Sales Directors	3
Regional Account Directors	6-10
Technical Director Pre Sales	1
Pre Sales Systems Engineers	5
Professional Services	3
Post Sales Systems Engineers	4-6
Total	28 in year 1

Unisphere Networks looked for a recruitment partner with a demonstrable track record of delivering a Recruitment Process Outsource service (RPO) to emerging technology vendors to provide a full recruitment service for approximately 25-30 hires per year. Based on Paradigm Recruitment's initial successes in recruiting for Unisphere Networks in EMEA and on the company's international footprint in the area of search and selection, Unisphere Networks' VP of EMEA invited Paradigm Recruitment to propose a solution for the management of the recruitment process.

The objectives of the solution were:

- To evaluate and review the current recruitment process
- To review and establish criteria to attract right calibre of personnel
- To provide a scalable back-office delivery team
- To reduce cost of hire
- To reduce time to hire
- To improve candidate quality at shortlist and hire
- To evangelise and convey Unisphere Networks' vision and culture.
- To remove the pressure of day-to-day recruitment from hiring manager and remote HR functions.
- To develop a reporting structure to monitor progress
- To improve client and candidate experience

The Challenge

A large proportion of Unisphere Networks' planned headcount required specialist skills and experience in the IP edge routing arena, in particular in the area of the ERX edge router, which was the company's largest revenue driver. At the same time, many of the company's key competitors were also expanding, and looking to attract new talent. Unisphere Networks faced the challenge of working within both budgetary and time constraints to attract the top ten percent of individuals from its key competitors as new headcount was approved.

Challenges of the initiative included:

- Recruitment across multiple disciplines:
 1. Sales
 2. Pre Sales
 3. Technical Support
- Multiple geographical locations across EMEA
- Evangelism of the Unisphere Networks name, making the market aware of the company's brand and activity
- Communication of the company's ethos and culture to prospective candidates

The Solution

Paradigm Recruitment' 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 team, working both remotely and on-site, to partner the US HR operation. The team consisted of an RPO Account Director supported by two consultants (sales & technical) and two researchers (sales & technical) at Paradigm's HQ, covering all hires across the region.

The Result

Paradigm Recruitment delivered the following results:

- Time to hire reduced from 68 days to 31 days
- Average number of days from CV submission to interview: 5.34
- Average number of days from CV submission to offer: 23.8
- Average number of days from offer to start date: 42.3
- Ratio for CV's to 1st Interview 1 : 1.26
- Ratio for 1st Interview to Offers Made to Interview 3.6 : 1
- Ratio for Offers Made to Offers Accepted 1.32 : 1
- Total number of EMEA hires within 12 months: 26

Client Feedback

"Unisphere started working with Paradigm in 2000 when we were looking for an EMEA partner who could resource for the company across multiple disciplines and territories. In March 2001 I approached Andy Robinson, the company MD, who I had worked with successfully at several other companies over the years, to see if he could provide a similar RPO service to Unisphere. One of the key qualifiers we look for in our service providers is their ability to understand our company, our culture, the industry and our sector. Paradigm clearly meets all of these requirements. Since the start of the partnership between Unisphere and Paradigm they have consistently demonstrated excellent delivery capabilities across all levels of the organisation, placing people in management, sales and technical support positions across the EMEA region.

The partnership that has formed between all departments in Unisphere and Paradigm means they are now our main supplier for the EMEA region. I believe this is due to their team's knowledge of the market, the team's enthusiasm and the

closeness of the relationship between the Paradigm consultants and the Unisphere line managers. I would have no reservations in recommending Paradigm to an organisation looking for a recruitment partner that takes the time to understand your business."

Andy Charalambous - VP EMEA
Unisphere Networks