

CASE STUDY

World Wide Packets

Recruitment Process Outsourcing



World Wide Packets®

World Wide Packets achieves EMEA expansion

Paradigm Recruitment successfully provides an international managed service to World Wide Packets in the EMEA region.

Background

World Wide Packets was a pioneering solutions provider for Ethernet broadband fibre-to-the-subscriber connectivity. The company's solution was deployed in networks all around the world - North America, Europe, Middle East and Asia - by Multiple Service Operators (MSO), Competitive local Exchange Carriers (CLEC), Incumbent Local Exchange Carriers (ILEC), municipalities, utilities and greenfield developers. World Wide Packets' carrier Ethernet solutions allowed broadband and telecommunications service providers to realise a new level of speed and agility in the deployment of revenue-generating Ethernet services.

World Wide Packets was established in 1999 and raised around \$150m of investment. The company almost collapsed when the telecom equipment market receded in the early 2000s. VC's led three recapitalisation rounds in 2003, 2005 and 2007. Backed by a new management team and by the recapitalisation, World Wide Packets decided to expand its business globally, building sales teams in the EMEA and APAC regions to bolster existing activity and revenues in the North American market. This would enable the VC's & founders to achieve an exit by way of IPO or acquisition by a larger telecom equipment vendor.

The objectives were:

- To build a European operation starting with VP EMEA Sales
- To retain the existing team of three people
- To develop a regional sales and support presence
- To build revenues and accounts to assist in achieving the end goal of IPO or acquisition.

Scope

World Wide Packets' VP of Worldwide Sales was looking for a Recruitment Process Outsource service (RPO) covering the following regions:

- Northern Europe – EMEA HQ UK, Ireland & MEA
- Central & Eastern Europe – DACH, Eastern Europe, Russia & CIS
- Western Europe – Benelux & Nordics
- Southern Europe – France, Iberia, Italy, Greece & North Africa

The goal was to hire Regional Sales Directors, Systems Engineers and Technical Support Engineers in line with the company's revenue targets.

Paradigm Recruitment was referred in 2007 to the global HQ of World Wide Packets. The company was looking for a recruitment partner with a demonstrable track

record of building high-value sales operations to provide a fully integrated recruitment managed service for approximately 15-20 hires per year.

The primary drivers for change were:

- To manage the increasing headcount
- To improve efficiencies in 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

World Wide Packets had encountered difficulties since its inception in 1999 and was known as a vendor that had lost its way. Under the recapitalisation programme, a number of changes were made at senior management level and in the company's strategic focus and direction. World Wide Packets faced the challenge of a brand name that was not recognised in a dynamic market place. 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. 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

Paradigm Recruitment engaged with the VP of Worldwide Sales and with HR to undertake an operational audit of the existing recruitment processes, and to identify the key challenges in each region. Analysis of the information collated enabled the creation of localised solutions and recruitment processes, all of which fed into the central solution and process.

The solution involved full life-cycle management of the recruitment process and the provision of detailed management information around agreed recruitment metrics. A key component of Paradigm Recruitment's service model was the introduction of a pro-active candidate sourcing strategy to complement the usual recruitment channels. This included the development of an off-site resource centre, the primary function of which was to identify and approach passive candidates. These initiatives enabled Paradigm Recruitment to attract the number and quality of candidates required.

In addition to the management of the recruitment process, Paradigm Recruitment worked in a strategic advisory capacity with US HR on non-transactional talent projects. These projects included:

1. Employer branding
2. Regional recruitment trend analysis
3. Candidate experience enhancement
4. Competitor intelligence

The Result

Paradigm Recruitment delivered the following results during FY 2007/8:-

- Time to hire reduced from 113 days to 37 days
- Ratio for CV to 1st Interview down from 9 : 1 to 3.7 : 1
- Ratio for 1st Interview to Offers Made down from 11 : 1 to 4.3 : 1
- Ratio for Offers Made to Offers Accepted down from 6 : 1 to 1.6 : 1
- Total number of EMEA hires: 12
- Cost per hire down by 16.67% in 12 months
- World Wide Packets' revenue up from \$2m to \$15m thanks to team growth
- World Wide Packets acquired by Ciena for \$290m

Client Feedback

“Paradigm Recruitment was tasked with helping our company build a highly successful EMEA operation. Paradigm’s demonstrable knowledge in the area of EMEA recruitment has significantly helped World Wide Packets to achieve all its targets in the hiring of skilled personnel across the EMEA territory. 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 a recruitment partner of choice.”

Chad Whalen - SVP Business Development
World Wide Packets

“Paradigm Recruitment placed me at World Wide Packets. I have found their approach to be refreshing and they take the time to understand the business and its culture.

The Paradigm team and, in particular, their MD Andrew Robinson 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 or grow their business in EMEA.”

Andy Charalambous - VP EMEA Sales
World Wide Packets