



## Case Study – Private equity owned recruitment group

### Situation

Our client is a private equity owned recruitment group that has seen significant exponential growth over the past nine years. Although the recruitment industry relies heavily on strong B2B and B2C relationships, there is a fundamental requirements for consistency whether that be placements, compliance vetting or payroll payments. As the group continues to grow, there is a need to ensure that the supporting business processes are scalable, customer-centric and deliver consistent value & service.

### Requirement

Re-engineer the supporting business processes to drive customer centricity and value, whilst removing bottlenecks and non-value adding activities. Ensure the key controls that support these processes are defined and integrate dashboard metrics to provide leading indicators of the process performance and potential issues.

### Approach

Joint customer & client facilitated feedback sessions were undertaken and the resultant customer needs were analysed and mapped. Existing process inter-relationships were identified along with key supporting technologies. This provided a base-line 'as-is' position and a view of the current position versus the customer expectations. Some immediate quick wins were identified and implemented in conjunction with the management team.

Time was then spent reviewing and observing the current day-to-day operating activities including site visits to two customers. Design sessions were undertaken to map the 'new state' processes (including customer interactions, customer value opportunities and key controls). All sessions were undertaken with the process operators and managers to ensure clear understanding, buy-in and ownership from day-one. Two management dashboards were developed providing 'early warning' indicators and clear performance target measures. An improvement and process roll-out plan was finally developed, including a series of further quick wins and broader opportunities that would add additional business value in the longer-term.

### Outcomes:

- 10 existing end-to-end business processes re-engineered & mapped
- 1 completely new end-to-end operating process developed and mapped
- 5 key control areas and supporting controls defined
- Management operational dashboards developed
- Short and medium term improvement plans developed & implemented

### Support provided

- Customer insight facilitation & analysis
- Process design & mapping
- Metrics and measures development
- Management coaching (ad-hoc)

