ANONYMIZED CASE STUDY

Transforming the Operating Backbone for a Global Engineering Company

A global software engineering and data solutions company had reached the stage where growth required more than strong people and hard work. The business needed a clearer operating system across hiring, delivery ownership, engineering talent visibility, and client-facing capability.

CLIENT	SCALE	GEOGRAPHY	MY ROLE
Global software engineering company	Mid-sized global company Multi-million revenue, USD	North and South Americas, Europe, UK.	Transformation partner and strategic operator

I was brought in to diagnose where the system was breaking, design practical operating models, and help leadership turn scattered functional effort into measurable business discipline.

The Transformation System

01

Talent Acquisition
Faster, leaner, SLA-based hiring

02

Delivery Leadership
Portfolio ownership, margin, client growth

03

Engineering Talent Landscape
One decision layer for talent value and readiness

04

Client-Facing Capability
From delivery vendor to strategic partner

01

Scaling Talent Acquisition for Global Growth

CHALLENGE

The recruiting function was working hard, but the system was not yet built for scale. Processes, data, tools, workload, reporting, and incentives were not fully connected. Leadership needed one trusted view of hiring effectiveness, bottlenecks, recruiter capacity, and SLA discipline.

SOLUTION

I redesigned the TA function around business transparency, speed, and accountability. The work included a refreshed sourcing strategy framework, soft-skills evaluation matrixes, ATS data upgrades, system alerts, operational reports and live dashboards, data quality controls, workload redesign, team optimization, and compensation adjustment.

BUSINESS RESULT

29% ↓	**30% ↓**	**40% ↑**	**93%**
Time-to-fill	**Cost per hire**	**HM satisfaction**	**Staffing within SLA**

BUSINESS RESULT

The new operating model created a clearer link between hiring demand, recruiter capacity, process discipline, and business outcomes. Recruiter workload capacity more than doubled, while the recruiting team was optimized by 30%.

WHAT CHANGED

The company gained a leaner, faster, and more transparent hiring engine ready to support global growth.

02

Redesigning Delivery Leadership for Scale, Margin, and Client Portfolio Growth

CHALLENGE

Delivery complexity was increasing, but role expectations, account distribution, KPIs, and incentives were not fully aligned with the company's next stage of growth. It caused frictions during clients' onboarding, increased a number of non-billable management roles, which increased operational cost while decreasing client satisfaction anyway. Delivery leadership needed to move from project coordination to portfolio ownership.

SOLUTION

I designed a new delivery organization model with updated roles, account distribution principles, KPI logic, and a base plus variable compensation program. The model connected delivery leadership performance to portfolio finance, CSAT, client retention, margin, and EBITDA impact.

BUSINESS RESULT

50% improvement	**Scenario-based**	**Improved RRR**
Non-billable/billable PM ratio	Margin and EBITDA modeling	Client Portfolio ownership

BUSINESS RESULT

The model was piloted with a reassembled delivery leadership team and reassigned portfolios. Early impact showed stronger cooperation between delivery managers, sales, pre-sales, and TA; improved client retention rate and better CSAT.

WHAT CHANGED

The delivery organization started shifting from project supervision to accountable portfolio leadership.

03

Creating One Decision Layer Framework for Engineering Talent

CHALLENGE

Talent decisions were spread across delivery, resourcing, HR, TA, and finance. Each function saw part of the picture, but no one had a shared view of talent quality, client value, financial contribution, deployment readiness, and retention risk.

SOLUTION

I designed an Engineering Talent Landscape framework connecting talent quality, client and delivery value, financial contribution, and deployment readiness. I upgraded the HRIS data structure, created the Talent Landscape Dashboard, and designed a self-sustainable data update process across the employee lifecycle.

BUSINESS RESULT

Indefinite cycle → 15 min per talent decision Reduced alignment cycle for individual talent decisions: deployment, retention, bench, rotation, compensation, and development - 1meeting, 15 min per person	**~50% reduction** Key talent attrition	**Chaos → Clear data** Clear and improved utilization and bench cost control

BUSINESS RESULT

The company reduced decision-making time for staffing, rotation, promotion, and retention to a single alignment forum. Bench costs became more transparent and better controlled, while engineer utilization improved.

WHAT CHANGED

The company moved from fragmented talent opinions to one operating view of engineering capability, value, and readiness.

04

Building Client-Facing Engineering Capability

CHALLENGE

The company had strong technical expertise, but client-facing capability was not clearly defined, assessed, or connected to staffing and growth decisions. The framework was introduced as one of the practical mechanisms supporting the company's broader transformation from being a delivery vendor to becoming a strategic partner to its clients. The business needed to know which senior engineers could already act as Project Starters, who had high consultative potential, and how to help the engineering community grow beyond coding execution into client-aware engineering advisory.

SOLUTION

I designed a multi-dimensional Client-Facing Competency model with behavioral indicators aligned with technical seniority levels (5 competencies/25 behavior indicators). I trained TA, HR, and delivery leaders in competency-based assessment and integrated the model into staffing, redeployment, promotion, account growth, and leadership readiness decisions.

BUSINESS RESULT

100% target group assessed	Project Starter pool defined	Consultative-growth path created	CFC embedded into talent decisions
Client-facing strengths, risks, and development areas became visible across the engineering organization.	Engineers ready to lead early-stage client-facing delivery were identified.	Senior engineers received initial IDPs to grow from coding execution into client-aware engineering advisory.	Client-facing capability became part of staffing, redeployment, promotion, account growth, and leadership readiness.

BUSINESS RESULT

The assessment created practical visibility of strengths, development areas, and client-facing readiness across the engineering organization. The company could now see who was ready to act as a Project Starter, who had strong consultative-growth potential, and how to develop senior engineers beyond coding execution into stronger client advisory and solution thinking. Both Project Starters and a selected senior engineering group with high potential received IDPs to grow from strong coding execution into consultative engineering capability: understanding clients' real needs and suggesting stronger engineering solutions from their level.

WHAT CHANGED

The company gained a practical system for turning technical expertise into stronger client trust, account growth, and strategic delivery value.

What This Work Created

Together, these four streams created the company's operating backbone. The organization became faster, more transparent, more efficient, and more flexible. Leaders gained clearer areas of ownership, better data, and stronger alignment in decisions related to hiring, staffing, delivery, talent retention, client growth, and people development.

This transformation did not create another layer of process. It created a system of practical decisions that leaders could use every day: whom to hire, whom to assign to projects, whom to retain, whom to develop, how to distribute ownership, and how to connect people decisions to business outcomes.

The work created a better balance between structure and speed. Processes became clearer, but did not weigh the organization down. Decisions became more disciplined, but did not slow the business. People better understood what mattered, who owned what, and how their work connected to business results.

My role was not to improve isolated functions. It was to connect structure, roles, data, metrics, the reward system, and leadership behavior into one practical operating system. This is where transformation starts to hold: when people understand what matters, who owns what, how decisions are made, and how business value is measured.

Business Impact

The integrated business effect of the four streams

Revenue retention: Stronger RRR focus through clearer account ownership, better delivery accountability, and stronger client-facing capability.

Account margins: Improved margin visibility and better control of delivery roles, portfolio ownership, and non-client-funded management cost.

OPEX discipline: Leaner TA setup, optimized recruiting capacity, better bench visibility, and reduced operational waste.

EBITDA contribution: Better revenue quality, stronger margin control, and OPEX optimization created positive pressure on EBITDA.

Client outcomes: Better CSAT, faster onboarding, stronger delivery ownership, and more engineers ready for client-facing work.

People outcomes: Higher alignment, stronger motivation through better-linked incentives, improved engagement, and lower turnover risk.

Leadership effectiveness: Better decisions through common operating data, clearer roles, and shared business logic across functions.

What Changed

The company moved from scattered functional effort to an integrated operating system. Hiring, delivery, engineering talent, and client-facing capability became connected parts of the same business agenda: protect revenue, improve margins, control OPEX, strengthen client trust, and scale without adding unnecessary complexity.