

Building a Practical HR Operating Model for U.S. Expansion

CLIENT	SCALE	GEOGRAPHY	MY ROLE
International logistics and transportation company	500+ trucks several terminals Mid-size, multi-million USD revenue	Canada, USA, Eastern & Southern Europe	People Operations and HR compliance Consultant

CHALLENGE
 A growing international logistics company was setting up and scaling its U.S. subsidiary. The CEO needed HR to support hiring, employee decisions, compliance, and growth without becoming dependent on excessive legal caution. The team also had to attract stronger candidates faster in a market where the employer brand was still forming.

- SOLUTION**
- Audited the U.S. HR setup across recruitment, contracting, administration, benefits, reporting, compliance controls, and scaling readiness.
 - Clarified legal must-haves versus reasonable risk-management actions, trained HR and Recruitment teams on key U.S. employment requirements.
 - Adjusted sourcing strategy, strengthened the candidate message, and recommended changes in responsibilities and authorization rights, including a dedicated in-house HR role.

BUSINESS RESULT

5-times ↑ Relevant applicant pool increase	20% ↓ Dispatcher time-to-fill reduction	Cost saving In-house HR role replacing outsourced support	Scale ready U.S. HR setup prepared for compliant growth
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The HR team gained clearer decision boundaries for employee-related matters and became better equipped to challenge EOR and legal recommendations with informed judgment. Recruitment became more focused and better aligned with the company’s real value proposition. The new in-house HR role reduced dependency on outsourced support and created cost savings.

WHAT CHANGED
 The company gained a practical U.S. people operating model: compliant enough to protect the business, clear enough to guide HR decisions, and lean enough to support growth.