

# CASE STUDY

This case study covers a long-term engagement with a client within the technology Consulting market. Whilst the initial engagement covered a 3-year growth programme, our work package was extended by a further 2 years to support an inward investment exercise.

## Our Client



Our client is an ambitious, boutique digital, data and technology consulting firm with aspirations to grow significantly over a 3-year period.

## The Problem



A blossoming pipeline of long-term programme work had been secured requiring a significant expansion of business operations to service the work won. As a fledgling business, our client had limited infrastructure in place to support growth, an immature brand proposition and a basic employee experience (including incentives package).

Historically work won had been delivered by a large pool of Associates but it was felt that a more balanced blend of permanent bench complimented with flexible resources would be a more commercial solution. Culturally, there was a need to develop the vision, values and purpose that employees could attach too.



## Our Solution



Through a comprehensive demand planning exercise, we established a target of a 70:30 permanent-to-associate workforce mix, aiming for 80 permanent employees supported by no more than 30 associates at any time.

The first step was setting up a dedicated resourcing function to enhance the attraction experience, alongside developing a Target Operating Model. This included defining Executive Board responsibilities, role families, job specifications, and a design and cascade of mission, vision, and values.

As new hires joined, we designed a tailored onboarding process from scratch, creating custom, online, pathways which filtered into clear learning pathways. By the end of year one, permanent headcount had increased from 10 to 35, while associate invoices dropped from over 200 to 50.

To boost engagement and retention, we implemented a continuous learning culture with a structured review program, including competency frameworks for leadership, consulting, and operations and professionalised a proactive talent mobility structure. Complementing this, we launched a careers portal and established dedicated communities for CSR, Wellbeing, Diversity, and Employee Voice, each with defined budgets and objectives.

By the third year, with permanent headcount near 75 and associate use down to under 30, we introduced long-term incentives through a flexible benefits program, adding healthcare and critical illness coverage. During this growth, three Target Operating Model pivots had been delivered to cope with the expanding business.

The program was extended for two additional years, enabling the creation of a formal HR strategy, enhanced employee listening tools, and the appointment of an HR Director to take ownership after a successful handover and knowledge transfer.

## The Outcomes



Headcount growth:

- 10 to 90 in initial 3-year engagement
- 90 to 120 by end of year 5



Embedded resourcing team:

- hired 100% of incoming talent
- £0 external agency spend



Attrition maintained below 15% guideline during initial 3-year engagement (c.12%)



High levels of employee engagement culminating in 2-Star Best Companies Accreditation



Full gender pay parity achieved



88% Flexible Benefits take up in the first year.

## Our Client Says:

"The involvement of Matt and the Thrive team was essential to the expansion of our business. Without them, we would not have delivered on our growth objectives, and our customers would have suffered, and programmes failed. I have been truly staggered by the professionalism with which we now deliver on our people strategy and am so proud of how far we have come"

(CEO)

Focusing on your most important asset, your people, is essential but often overshadowed as customer or revenue challenges are prioritised. At Thrive we help you reconnect with your employees. We strengthen your team, tools, working methods, and confidence. When you're prepared, we return control to you and continue to support you on your journey forward.

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