



## Case Studies



## Case Study:

# Defining HR Structure and Operations for an ADGM-Based Firm

### Client Overview:

Caledonia Resources partnered with an Abu Dhabi-based start-up finance firm specializing in **Multi-Family Office & Wealth Management, Boutique Corporate Banking, and Fund Management**. The company sought to enhance operational efficiency, develop a structured organizational framework, and implement strategic initiatives to support its long-term growth.

### Challenges and Objectives:

The client faced challenges in **organizational structuring, strategic alignment, regulatory compliance, and process efficiency**. Caledonia Resources was engaged to:

- **Processes:** Streamline operations, enhance compliance, and implement structured workflows to improve decision-making.
- **People:** Establish a structured **HR framework**, define job roles, and create a long-term resourcing plan for scalable growth.
- **Projects:** Develop a comprehensive **go-to-market (GTM) strategy** across key business lines and align international teams.

### Approach and Solutions:

#### 1. Processes – Operational Efficiency & Compliance

- Established a structured meeting cadence for the C-suite and business heads.
- Reviewed internal processes and implemented automation tools to increase efficiency.
- Monitored expenses, approved payments, and conducted cash flow analysis to ensure financial sustainability.

#### 2. People - Interim CHRO

- Defined the Year 1 organization chart to ensure clear role allocations.
- Developed a three-year resourcing plan with a structured hiring roadmap and budget.
- Rolled out an ADGM-compliant employee contract aligned with regulatory requirements.
- Created job descriptions and KPIs for roles from Analyst to Director level.
- Led recruitment efforts, initiated an Intern hiring programme to ensure high-quality talent acquisition and retention.

#### 3. Projects – Strategic Business Growth

- Designed and delivered a four-day GTM workshop involving senior leadership from the UAE, UK, Australia, Switzerland, and Israel.
- Developed a 90-day strategic plan with actionable steps for Multi-Family Office/Wealth Management, Boutique Corporate Banking, and Fund Management businesses
- Provided strategic guidance on key initiatives, including:
  - **CAT3C license application** to expand the firm's offering.
  - **New fund research** to attract investors and broaden investment opportunities.
  - **Strategic partnerships** to enhance market positioning.

### Outcomes

As a result of Caledonia Resources' interventions, the Abu Dhabi-based firm achieved:

- **Optimized Organizational Structure** – Clear role definitions and long-term hiring plans enhanced team productivity.
- **Strategic Market Expansion** – A well-defined GTM strategy accelerated business growth
- **Operational Efficiency** – Standardized processes, automation, and structured reporting improved decision-making.
- **Regulatory Compliance** – ADGM-aligned HR and finance processes reduced risk and enhanced governance.

In Summary, Caledonia Resources successfully transformed the company's **people, processes, and strategic initiatives**, creating a **streamlined, structured, and growth-focused operation** in Abu Dhabi.

# Case Study:

## Empowering Global Operations with Interim COO Services

### Client Overview:

The client is a **CAT4 licensed finance firm** with a global presence—boasting offices in the USA, the UK, and a headquarters in ADGM, Abu Dhabi. Faced with the challenges of operating across multiple regulatory regimes and jurisdictions, the firm engaged Caledonia Resources to provide interim COO services based in ADGM. The aim was to streamline operations, enforce robust compliance frameworks, and drive operational excellence across its diverse global teams.

### Challenges and Objectives:

The firm encountered several challenges inherent to its international structure and complex service offering:

- **Multi-Jurisdictional Operations:** Navigating corporate, regulatory, and operational demands across the USA, UK, and Abu Dhabi.
- **Corporate and HR Complexity:** Managing corporate documentation alongside comprehensive personnel processes, including onboarding for both employees and independent consultants.
- **IT and Vendor Coordination:** Overseeing IT matters, particularly LNS-related issues, and negotiating vendor agreements across a variety of service providers.
- **Regulatory and Compliance Integration:** Ensuring adherence to regulatory requirements with a focus on FSRA forms, monthly and quarterly financial reporting, cycle audits (PKF FYE 2024), AML coordination, and quarterly attestations via AES.
- **Legal and Contractual Management:** Handling all legal documentation, client agreements, private placement and consulting contracts, and regulatory documents.
- **Operational Oversight:** Coordinating management functions spanning accounting, legal (including global counsel liaison), TMF Group integration, risk, compliance, and financial operations.

### Approach and Solutions:

Caledonia Resources deployed a strategic and multifaceted approach to address these challenges:

- **Interim COO Leadership:**
  - Positioned in ADGM, Caledonia assumed responsibility as the interim COO, acting as the key integrator across all business units.
  - Provided hands-on oversight of day-to-day operations while aligning strategic objectives with execution across global offices.
- **Corporate and HR Optimization:**
  - Streamlined corporate documentation processes and standardized HR policies for both employees and independent consultants.
  - Developed and implemented onboarding frameworks to ensure consistency and regulatory compliance in all jurisdictions.

- **IT and Vendor Management:**

- Established clear lines of communication and accountability with external vendors to support business continuity.

- **Regulatory and Compliance Integration:**

- Implemented robust processes for FSRA onboarding oversight, monthly and quarterly financial reporting through an integrated portal, and coordinated cycle audits with PKF. Acted as the direct point of contact for FSRA actions, including member surveys and portal administration, while also overseeing AML coordination in conjunction with MLRO reviews.

- **Legal and Contract Management:**

- Served as the primary point of contact for all legal documentation across entities, including client agreements, private placements, and consulting contracts.

- **Operational and Management Oversight:**

- Coordinated with the UK-based accounting team, facilitated regular communications with global legal teams and outside counsel, and maintained regular engagement with TMF Group for compliance matters.
- Oversaw DMC Controllers responsible for managing the general ledger across all entities and collaborated with tax advisors to ensure financial regulatory adherence.

### Outcomes

As a result of Caledonia Resources' targeted interventions, the firm achieved significant operational improvements:

- **Enhanced Operational Efficiency:**

- Streamlined processes and standardized procedures across all offices, resulting in more agile decision-making and improved business sustainability.

- **Robust Regulatory Compliance:**

- Implemented a compliant framework that aligned HR, financial, and legal processes with local and international standards, mitigating regulatory risk.

- **Optimized Corporate Governance:**

- Clearly defined roles and responsibilities enhanced accountability across teams and improved the overall organizational structure.

- **Improved Vendor and IT Coordination:**

- Efficiently negotiated and maintained vendor agreements, while resolving IT challenges to support a seamless operational environment.

- **Strategic Alignment Across Global Offices:**

- Bridged operational gaps between the USA, UK, and ADGM offices, ensuring consistency in reporting, compliance, and strategic initiatives.

## Case Study:

# Strategic Planning for a GCC Based Environmental and People Solutions Firm

### Client Overview:

A prominent environmental and people solutions firm based in Dubai with over 16,000 associates and a rich operational history spanning more than 80 years, engaged in a comprehensive strategic planning initiative. This GCC-based enterprise specializes in delivering sustainable solutions across the UAE and Saudi Arabia.

### Challenges and Objectives:

The client sought to navigate the evolving market landscape by developing a forward-looking 5 year strategic plan. The objectives included:

- Analyzing macroeconomic and industry trends to inform future strategies.
- Understanding the competitive environment and positioning.
- Restructuring the organization to better align with market demands.
- Establishing robust financial projections and actionable recommendations for the next five years.

### Approach and Solutions:

1. **Macro Analysis:** Assessed broader economic and industry trends affecting the sector.
2. **PESTL Analysis:** Evaluated political, economic, social, technological, and legal factors in the UAE and Saudi Arabia.
3. **Competitor Analysis:** Mapped out competitors' positions and strategies to identify opportunities for differentiation.
4. **Current State Review:** Identified inefficiencies and gaps in the existing organizational structure and operations.
5. **Future State Recommendations:** Proposed strategic initiatives to enhance operational efficiency and market positioning.
6. **Organizational Restructure:** Implemented a new organization structure to optimize resource allocation and decision-making and 5 year stepped growth in headcount to meet business needs. Identified and created timeline for key hires to the business.
7. **Five-Year Financial Projections:** Developed forecasts for revenue, costs, and profitability to guide financial planning.
8. **Action Plan:** Created a detailed plan with key initiatives, timelines, and performance metrics

### Outcomes:

1. **Strategic Clarity:** The macro and PESTL analyses, combined with the competitor insights, provided a clear understanding of the market dynamics, enabling the client to make informed strategic decisions.
2. **Enhanced Organizational Efficiency:** The organizational restructure streamlined operations, reduced redundancies, and positioned the company to respond more effectively to market changes.
3. **Robust Financial Planning:** The five-year financial projections offered a solid foundation for budgeting, investment planning, and financial management, ensuring the client's long-term sustainability.
4. **Actionable Roadmap:** The detailed action plan facilitated a structured approach to implementing the 5 year strategic vision, with clear milestones and accountability measures to track progress.
5. **Improved Market Positioning:** The strategic recommendations and competitor analysis enabled the client to enhance their market positioning and identify new growth opportunities.

**Client Satisfaction:** The client expressed high satisfaction with the strategic planning process and outcomes, recognizing the value in the actionable insights, organizational improvements, and financial guidance provided.

**In Summary:** Caledonia Resources successfully delivered a comprehensive five-year strategic plan for the GCC-based environmental and people solutions business. Through rigorous analysis, thoughtful recommendations, and a clear action plan, the project positioned the client for continued success and growth in a competitive and evolving market landscape.



# Case Study:

## Optimizing Operations for a Cargo Trading Business

**Client Overview:** Caledonia Resources partnered with a prominent Oil and Cargo Trading business to enhance operational efficiency, stakeholder management, and talent acquisition.

### Challenges and Objectives:

The client aimed to improve stakeholder interactions, streamline reporting structures, and enhance overall organizational efficiency. Caledonia Resources was engaged to analyze and optimize stakeholder relationships, implement OKRs (Objectives and Key Results), and advise on talent strategy.

### Strategies and Solutions Implemented:

- **Stakeholder Relationship Management:** Caledonia Resources conducted a thorough analysis of stakeholder interactions and relationships. Effective management strategies were developed to enhance communication, collaboration, and overall engagement with key stakeholders.
- **OKR Implementation:** Objectives and Key Results (OKRs) were introduced to provide clear and measurable goals for the organization. This framework enhanced goal-setting, alignment, and tracking of progress at various organizational levels.
- **Improved Reporting Structures:** Weekly, monthly, and quarterly reporting structures were revamped for greater clarity and relevance. This facilitated more informed decision-making processes and improved transparency within the organization.
- **Communication Plans and Protocols:** Caledonia Resources established communication plans and protocols to enhance stakeholder management. This included guidelines for effective communication, feedback mechanisms, and protocols for addressing stakeholder concerns promptly.
- **Business Process and Organization Structure Evaluation:** A comprehensive evaluation of business processes and organizational structure was undertaken to identify opportunities for efficiency improvements. Recommendations were made to streamline workflows and enhance overall organizational effectiveness.

- **Talent Strategy Advisory:** Caledonia Resources played a key role in advising the business on talent strategy. This resulted in a 30% reduction in time-to-hire, contributing to faster and more efficient recruitment processes.

### Outcomes:

The collaborative efforts between Caledonia Resources and the client resulted in significant positive outcomes:

- **Revenue Increase:** The implementation of operational improvements, stakeholder management strategies, and talent strategies contributed to a remarkable 32% increase in revenue in 2023 compared to 2022. The client is on track to achieve a 50%+ increase over the span of two years, indicating substantial productivity gains.
- **Increased Productivity:** The overall increase in revenue and operational efficiency demonstrated a notable enhancement in productivity across the organization.
- **Employee Retention:** Retention - indicating improved job satisfaction and employee engagement resulting from enhanced organizational processes and talent strategies.

**Client Satisfaction:** The client expressed satisfaction with the comprehensive improvements and the positive impact on their business metrics. The successful collaboration with Caledonia Resources significantly contributed to the client's overall success and growth.

In summary, Caledonia Resources' strategic interventions in stakeholder management, operational efficiency, and talent strategy led to substantial improvements for the Singapore-based Oil and Cargo Trading business, resulting in increased revenue, enhanced productivity, and improved employee retention.

# Case Study:

## Transformative HR Solutions for a LiveCommerce Analytics Client

**Client Overview:** Caledonia Resources collaborated with a dynamic LiveCommerce Analytics client based in Singapore, aiming to optimize their HR processes, organizational structure, and strategic planning for growth.

### Challenges and Objectives:

The client sought to enhance HR cycles, restructure the organization for increased strategic focus, and implement a hiring plan to scale the business. Caledonia Resources was engaged to assess HR cycles, create a hiring plan, define OKRs, and set up reporting plans.

### Strategies and Solutions Implemented:

- **HR Cycle Assessment:** Caledonia Resources conducted a comprehensive assessment of HR cycles to identify areas for improvement and efficiency gains including implementing an ATS (Applicant Tracking System) to streamline hiring.
- **Organizational Restructuring:** The organization was restructured to release the CEO from day-to-day tasks, enabling them to focus more strategically on business growth.
- **Two-Year Hiring Plan:** A detailed hiring plan for the next two years was developed, aiming to scale the workforce across Singapore, Thailand and Indonesia. The Employer of Record model was recommended for initial hires to streamline the expansion process.
- **CRM Setup:** Implementation and work flow setup of Bitrix24 for sales pipeline management.
- **OKR Implementation:** Objectives and Key Results (OKRs) were defined to align the organization's goals and objectives, providing a framework for measuring success and progress.
- **Reporting Plans:** Comprehensive reporting plans were established to track key performance indicators (KPIs) and ensure transparency in organizational performance.

- **Quarterly Townhall Communications Plan:** Caledonia Resources developed a communications plan for quarterly townhalls, ensuring effective and transparent communication across the organization.
- **Vision and Mission Definition:** Working closely with the CEO, Caledonia Resources facilitated the definition of the Vision and Mission for the business over the next three years.

### Outcomes:

The collaborative efforts resulted in significant outcomes, providing a strategic foundation for the client's growth:

- **Target Operating Model Outline:** A strategic outline for the target operating model was established, aligning organizational structures and processes with the business's growth objectives.
- **Talent Strategy Implementation:** A comprehensive talent strategy was put in place, with a goal to hire 8 people across two countries by Q1 2024, supporting the growth targets.

### Client Satisfaction:

The client expressed satisfaction with the outcomes, acknowledging the strategic alignment achieved and the groundwork laid for sustainable growth.

In summary, Caledonia Resources' interventions in HR processes, organizational structure, and strategic planning empowered the LiveCommerce Analytics client to embark on a trajectory of substantial growth, with a clear vision, streamlined operations, and a robust talent strategy for future success.

# Case Study:

## Transforming HR Processes for an Electronics Manufacturer

**Client Overview:** Caledonia Resources partnered with a leading Singapore-based electronics manufacturer to optimize their human resources functions and strengthen their position in the competitive industry.

**Challenges and Objectives:** The client aimed to streamline HR processes, attract top talent, and retain skilled professionals. Caledonia Resources was enlisted to conduct a comprehensive HR transformation.

### Approach and Solutions:

- **Holistic HR Process Audit:** Caledonia Resources initiated the project with a thorough examination of existing HR workflows, policies, and procedures to identify inefficiencies and areas for improvement.
- **Hiring Process Redesign:** Collaborating closely with the client's HR team, Caledonia Resources redesigned and streamlined the hiring processes, introducing best practices in talent acquisition.
- **ATS Implementation and Framework Development:** An Applicant Tracking System (ATS) was seamlessly integrated, accompanied by the development of a robust framework and scorecarding system to evaluate hiring effectiveness.
- **Talent Attraction and Retention Strategies:** Caledonia Resources provided strategic guidance on attracting and retaining talent, tailoring recommendations to the client's industry and organizational culture.
- **Strategic Thinking Development:** Working alongside HR administrators, Caledonia Resources facilitated a shift from transactional to strategic thinking, empowering the team to contribute strategically to organizational goals.

**Outcomes:** The collaborative efforts led to significant transformations and positive outcomes:

- **Improved HR Structure:** Streamlined processes and eliminated redundancies, resulting in a more efficient HR structure.
- **Enhanced Hiring Efficiency:** The implementation of an ATS and redesigned processes improved the client's ability to attract and onboard top-tier talent promptly.
- **Strategic HR Thinking:** HR administrators evolved into more rounded professionals, aligning HR initiatives with organizational objectives.
- **Career Development for HR Administrators:** The project positively impacted the career development of HR administrators, equipping them with skills for advancement.

**Client Satisfaction:** The client expressed satisfaction with the outcomes, acknowledging the positive impact on HR operations and organizational performance.

In summary, Caledonia Resources' comprehensive HR consulting services successfully transformed the HR landscape for the Singapore-based electronics manufacturer, leading to improved efficiency, enhanced talent acquisition, and the development of a more strategic HR team.





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