



Penna

International case studies

Hewlett Packard

Hewlett Packard is a leading technology solutions provider to consumers, businesses and institutions globally. HP planned to significantly grow market share for OpenView. To reach this goal HP needed to add seven new experts to their international team. These were critical hires to form a new regional team for delivery of large-scale projects.

Penna was selected for the seniority and experience of our team with a proven track record across Europe, our in-depth understanding of HPs strategic requirements and Penna's demonstrated success in European cross border projects. The Penna team led by a project leader accountable to HP, was able to identify, approach and attract top talent in The Benelux region, Switzerland and Austria. The success of this project led to more assignments focusing on the Nordics and The Netherlands.

Standard Life Insurance

Standard Life is one of the world's leading mutual financial services organisations and Europe's largest mutual life assurance company. As part of the plan to develop operations in Europe, Standard life decided to establish their life insurance operations in France.

Penna in France was consulted to find the Management team to launch the French operations. The project included the recruitment of the Managing Director, the Finance Manager and the Sales Manager followed by a Customer Service Manager, the Marketing Communications Manager and an Actuary.

Penna was successful due to our in depth understanding of the client and their market requirement. Penna Consultants were involved in all the first interviews. This was essential to ensure the transition between the two cultures and the quality of feedback and overall success of the process. We set the right expectations, were reactive and ensured transparent communication through to the final phase.

The Mathworks

Founded in 1984, headquartered in the United States, The MathWorks is the leading developer and supplier of technical computing software in the world, employing more than 1000 people. The MathWorks established operations in Europe essentially through the acquisition and integration of their distributors in each case small local operations managed by local entrepreneurs.

The MathWorks needed a new management team to achieve significant growth. Penna was consulted to support The MathWorks in Germany, France, Spain and the Benelux. Having no Human Resources function in Europe, The MathWorks relied on Penna for guidance on local markets. Penna provided key market

information with regards potential candidate profiles, remunerations and aspirations to best adapt The MathWorks 'Employee value proposition' to each European market.

Penna's matrix organisation and unique coordinated Pan-European team approach, with consistent methodologies and sector expertise, enabled Penna consultants in several European countries, to successfully partner with The MathWorks to build their new management team with the skills and motivation to achieve the company's challenging growth objectives.

BEL Group

Japan is the fifth largest country for BEL international with 20 Million Euros of Turnover and 4.000 tons sold (5.500 tons in Asia). In Japan Bel is mainly present in the niche of cream cheese (The Laughing Cow, Kiri) with 35% of independent bakeries as clients. The obstacles for BEL's expansion were weak brand awareness and weak penetration by household with an objective to double business in Japan in five years. Bel needed a new Managing Director to help achieve this goal. Over and above their business results it was essential for the candidates not only to speak fluent Japanese and English, but also to demonstrate the capacity to communicate effectively in a multicultural environment reporting effectively to a French mother company.

An international team supported Catherine Ceva, Head of Penna Consumer Practice for the International region, and with Catherine's experience of Japan where she lived for several years and her fluent Japanese, Penna successfully presented a shortlist of 5 strong candidates enabling Bel to hire the right candidate in three months.

Fujitsu Services

Fujitsu Ltd is the third largest IT provider in the world, with Fujitsu Services representing over 40% of the business. Penna was asked to help Fujitsu Services to put a new leadership team in place to drive its growth in Sweden, where the company was less successful than in other regions.

The initial search for a new Country Manager, was swiftly followed by similar requests to find a new HR Director, Senior Advisor, Global Account Manager, Business Transformation Director and CFO. We were successful due to our in depth understanding of the client and their market requirement. We identified candidates with the right business attitude needed regardless of their formal position. The fact that Fujitsu represented a global player made the Employee Value Proposition attractive to the right candidates.

The new management team turned around the business in Sweden in an impressive way. Fujitsu Sweden is now playing a significant role in Fujitsu's international growth.

Software supplier, Nordics

Our client, a leading global software company providing software and solutions to consumers, businesses and institutions, already had a strong track record in developing its leaders when it decided to implement a coaching culture. They asked Penna to help because of our strong reputation and experience in coaching.

Working closely with the client we designed a highly interactive, five month programme which mixed workshops with individual and group coaching. The design was based on Penna's proven Leader as Coach programme which creates a coaching culture through increased consciousness about the relationship between personal leadership, communication, team motivation and performance. The programme also creates an understanding of how management, leadership and coaching interact to develop talent, release potential and improve performance.