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## Case Study



**NATURE OF ENGAGEMENT:** Worked with the two founders of this new high-tech start-up. Provided constant strategic input and tactical implementation support for the creation and management of a new people organisation. Engagement lasted over a 4-year journey from the late stages of securing investment from a Venture Capitalist, through the creation of business proposition, the establishment of a new organisation from scratch (40 employees), up to the last stages of an exit route through selling of the organisation and its IP.

**STAKEHOLDERS:** The two founders (CEO and CIO), and their management team – Retained contract of 40 chargeable days per year over 4 years

**KEY CHALLENGES:** e-plication was the brain-child of two entrepreneurial IT specialists who managed to secure \$10M from a VC at the final months of the dot.com bubble. The company was formed on the basis of a data upstream innovative technology by founders who had no managerial experience. They had to put together a whole organisation structure from scratch, create a viable business proposition, manage shareholders (VC company) pressure to gain an immediate return on their investment (in a period of the IT and high-tech crash), and finally realise the return for their initiative through an attractive financial exit route.

**METHODOLOGY:** The nature of the business meant that the engagement methodology took several forms. At the main, it was in a form similar to a non-executive board member, working with the founder on launch, organisational creation, organisational growth and shareholders' management strategy. At later stages it involves more practical support in the form of personnel recruitment and assessment, and creation of organisational policies and procedures.

**TEAM DEPLOYED:** Dr Tuvia Melamed – Retained consultant, with some varied technical support of consultant team on needs basis

**CATALYSED CHANGE:** The introduction and articulation of basic business planning models, and the relentless following of an agreed organisational establishment and growth model, coupled with a breakthrough approach to routes to market

**IMPACT:** Contributed to the creation of a profitable 40-employees organisation, and helped bringing it to a market position that it became attractive for a 'big-player' to acquire – by that enabling the VC gain a return on their investment and for the two founders to financially realise their investment in creating the organisation

