

Case Study



Overview

Divesting CO: HR Outsourcing for a Business Unit Spin-Off

Multi-national, enterprise company divested a \$30 million business unit in the design and manufacturing industry. With new private equity ownership, the existing President was promoted to CEO, and the plan was to establish a team of executive leaders. However, the CEO's experience was primarily within large enterprise organizations, making them new to private equity and leading significant change within a private, high-growth org. Key challenges included potential talent attrition and the need to build a business infrastructure, including HR, from the ground up. Cura HR was engaged to provide structure and stability for the CEO, support their leadership team and the broader employee base, improve ownership, leadership communications, and achieve a smooth transition from a Transitional Services Agreement (TSA) within three months.

Results

- Achieved 0% regrettable turnover in the first 7 months following the transaction.
- Increased leadership efficacy and employee Net Promoter Score (eNPS) from below 30% to over 60%.
- Retained 4 key leadership positions during the sale from private equity. Only one marketing head position was lost.
- Successfully completed 3 acquisitions adding scope of business capabilities, locations, and doubled staff.
- Achieved or outperformed financial goals and objectives in 78% of 23 quarters.
- Maintained low attrition rate of below 20% over almost six years (including during COVID).
- Implemented several people programs including:
 - Engagement & Pulse Surveys
 - MBO and Performance Management
 - Workforce Analytics
 - EE Communications & Total Rewards Statements
 - Career Architecture
 - Compensation management & incentive designs
 - Management Development

Our Role

- Set-up the HR department to exit the TSA within 3 months, handling payroll, health, welfare, compliance, policies, and technology.
- Designed, implemented, and managed HR programs, processes, and practices as an outsourced HR partner as required for transaction date, with development over five years.
- Provided pre- and post-close employee communications, onboarding, and integration management for original purchase as well as three add-on businesses.
- Provided HR partnership for the executive team of 5, including new leadership integration and alignment of business management practices and protocols.