



**ATHENA**  
Executive Search & Consulting

# Talent Mapping



# Case - 1

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## Client Overview

- Our client is one of the largest content generation platforms and a Global Technology giant that owns a variety of apps from news aggregators to a multitude of social media services

## Scenario

- As a part of the global and India expansion plans, our client was looking to scale the Monetization team in India with a plan to hire approximately 800 employees in 2020
- This build up was a must success for the client, as future expansion and investments in India were dependent upon the success of the Monetization team
- The company was hiring across Senior, Mid, and Entry levels for roles in Ad Sales, Brand Marketing and Strategist, Content, Client Servicing, Ad operations, Sales trainer, amongst others



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## Approach

- The client's requirements were discussed in detail leading to an in- depth understanding of their expectations and objectives for hiring across key positions
- Athena followed the AESC certified executive search process for the mandate and deployed its unique talent mapping approach
- We dedicated a team of researchers and consultants to ensure search timelines were achieved. The Project team comprised of a Principal (Strategic Account Director), Project Manager, and 3 Project Coordinators, ensuring all short and long-term challenges were timely addressed
- Generated a detailed search plan comprising: 3 tier industry mapping, skills mapping, compensation benchmarking and analysis, and talent topography
- As an adjunct to ATSS, we proactively supported the team as Talent Advisors and effectively managed contingencies by assuring at least 1800 qualified and pre-assessed candidates were present at any given point of time



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## Challenges

- Our client at the time was building internal capabilities to support the growth and hiring requisites
- The talent universe in the industry was not vast in India, therefore the cherry picking needed to be done from a very limited pool
- Our client had limited experience in large scale build-ups

## Results

- Athena played an instrumental role in defining the Talent Acquisition strategy and achieved the targets defined by our client.
- Athena achieved a 70% plus conversion ratio from candidate qualification to interview short listing
- Athena improved the offer acceptance ratio from 25% to 30% in less than six months
- The new age approach and solution resulted in close to 150 onboardings



## Case - 2

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### Client Overview

- Our client is a cloud telephony and AI company headquartered in Singapore. It was founded in 2009
- The company provides cloud-based customer service and sales call handling solutions to businesses in Southeast Asia, South Asia, and the Middle East
- The organization is well-funded by prestigious funds like Delta Partners, Sequoia India, Mayfield, Blacksoil, and Trifecta Capital
- Over a period of time, the organization continues to expand its foot-hold by organic and inorganic means

### Scenario

- The client was looking to set up their India team
- Athena assisted the organization in hiring the senior stakeholders of the company - about 8 leaders in the key leadership team
- Athena Executive Search & Consulting was retained and mandated at a very interesting phase of their growth journey to hire their Directors, Heads, VPs of various functions to lead the verticals, CTO who would play an integral role in driving the growth mandate and the India operations in the region



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## Approach

- A comprehensive study was conducted by a dedicated internal team of consultants and vertical experts at Athena to successfully achieve the goals and objectives of the client
- We executed a detailed process of a 3-tier industry mapping strategy
- Athena mapped over 50 firms and 100+ top executives from the target industry
- A strong pitch book was created for the client's proposition and was represented by our experts to engage with the desired candidates
- Our consultants strongly evangelized the targeted candidates against the reservations and exposed them to the opportunities in the proposition
- A meticulous assessment of these candidates was carried out by our partners keeping the client's requirement as the screening criteria



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## Challenges

- The client had limited brand recognition in the industry
- The opportunity to attract leadership talent to an organization that was at a nascent stage of growth posed a strong challenge
- They were looking at candidates who were failed entrepreneurs
- Candidates that came with a background of working in the start-up ecosystem were preferred
- Candidates with top education pedigree from top institutions like IITs
- As the position was to be based in Gurgaon, relocating the relevant talent also posed a challenge

## Results

- Athena was successful in building their entire leadership team for India
- Athena continues to be their trusted advisor on key talent management aspects and also provides guidance in executing the perpetual executive search requirements of the client
- The candidates continue to be a solid part of the leadership team with the client