

Case: Eryk A/S wants the project team to prepare a feasibility study, which deals with whether it is possible for Eryk to establish an SSC in Nigeria, which will ensure the necessary progress in the above objectives.

GENERAL COMPANY INFORMATIONS

Company	Eryk A/S
Location	Plac, Brama Portowa 1, 70-225 Szczecin (onboarding week), SDU Kolding/Odense
Contact person	Jens-Christian Møller (CEO)

COMPANY PROFILE

Eryk Group (Eryk) is an electrotechnical born global service provider with companies in Poland, Denmark and Norway with altogether ca. 240 employees. In Poland, Eryk has the shared service center for the company group – Employing ca. 40 people. The company provides technical services worldwide to more than 40 different countries. More than 150 of Eryk’s employees are continuously posted to countries different than where they live, for the purpose of executing projects for the company’s international customers. Amongst Eryk’s end-customers are Siemens, Vestas, BMW, Volvo, Maersk, Ørsted, Amazon, ABB, Bosch, Arla and many more.

Eryk have a vision/business concept regarding establishing a totally new business unit, where the company is sailing into an unknown territory. Eryk aims to establish an African shared service center (SSC) selling and providing “desk-services” from Nigeria. The short-term vision is to create an SSC where to sell and provide IT services, employing 10+ Nigerian persons. The mid-term vision (2025) is an SSC providing different “desk-services” (IT services and other services you can provide from a desk and computer connected to the internet), employing 100+ persons.

Prior to this new business area, Eryk has already invested time, money and resources in Africa, especially Nigeria and Ghana. The company has created an apprentice program for young Nigerians and Ghanaians who have already a vocational (theoretical) electrotechnical education. Within 2-4 years Eryk can “lift” these young people up to electrotechnicians at European CE level, with a European certified exam; making it possible for such graduates to secure employment and a good future for the rest of their lives. With such an educational background, the graduates can even obtain jobs in Africa, where electrotechnicians with such a certificate are in high demand.

Eryk A/S is taking about a whole new and very different project, compared to what they are providing today. The SSC is not a charity project, it is a business project with a big social profile. The business project will be different from the current business model, and the identity must be built from scratch before it can be implemented and executed on.

CASE DESCRIPTION

In West African countries like Nigeria, the de facto unemployment rate for young people is higher than 50%. In Europe and especially in Poland and Denmark, the de facto unemployed rate is 0% for electricians / electro-technicians. This situation prevents the continued growth of Eryk. Since Eryk was founded in 2004, the company have hired more than one electrician per month on average – and to secure growth for the future Eryk expect in the coming years to grow with more than 25 electricians / electrotechnicians per year. Eryk has chosen to investigate the possibility of preparing a new business project which will help even more West Africans into jobs.

Therefore, the company wants the project team to prepare a feasibility study, which deals with whether it is possible for Eryk to establish an SSC in Nigeria, which will ensure the necessary progress in the above objectives.

During the project team's onboarding week at the group head office in Szczecin, the project team will have to work intensively on defining which research areas must be defined and work on getting answers in the feasibility study. These investigation points must help to form the basis for defining which work phases must subsequently be worked on in the subsequent analysis. It's up to the project team, in conjunction with relevant stakeholders around the project's responsibilities, to define the subsequent analysis phases when the team has finished the study.

The project team must be prepared to work with a task with an iterative work method, where the analysis and the approach towards the results can be continuously changed, via the results that are captured. This case description will show some individual areas that can be worked on either in the feasibility study or subsequently after the analysis has been completed, when the strategic plan for Eryk's Nigerian SSC is to be initiated and implemented in the future. These can be used as inspiration and should not be seen as a road map of what needs to happen, as the project team itself must form the final and concrete phases when the time comes for that.

Eryk will be helpful to set the team up with relevant stakeholders who can be helpful with the analysis. In addition, Eryk will continuously run with the necessary follow-up and sparring to ensure the progress of the project.

SPECIFIC TASKS

The specific tasks for the case are divided into following phases:

O. Phase: Pre-onboarding and practical coordinating

- 0.1. Eryk will invite the group for an online practical planning meeting for the onboarding week
- 0.2. The plan and coordination around the onboarding week is presented.
 - 0.2.1. Hotel
 - 0.2.2. Accommodation (food etc.)
 - 0.2.3. Locations
 - 0.2.4. Timeline
 - 0.2.5. Work assignments
 - 0.2.6. Etc.



- 0.3. Clarification and review of the SSC concept note
 - 0.3.1. The main purpose of the assignment
 - 0.3.2. Current analyzed findings in the process
 - 0.3.3. Objectives/outcome regarding the project
 - 0.3.3.1. Operational, tactical and strategic
- 0.4. Expectations of the work in the onboarding week
 - 0.4.1. Making the feasibility study concrete
 - 0.4.1.1. Brainstorm on the project

1. Phase: Onboarding (Poland, Szczecin)

- 1.1 Onboarding to the company, their vision, services, strategy, organization and the market Eryk operates in.
- 1.2 Frequency reconciliation: Frequency of feedback and ongoing sparring. Focus on specifying the responsibilities of the relevant contact persons during the project.
 - 1.2.1 Eryk and the project team prepare and coordinate expectations on how the ongoing feedback should be planned.
- 1.3 Discuss the phases of the project and the weighting/prioritization to work efficiently.
- 1.4 The concretization of the team's current understanding of the tasks and its complexity.
- 1.5 Introduction of the challenges and the desired result of the project.
- 1.6 Introduction of Eryk's current work with West African citizens
- 1.7 Fill out the onboarding and alignment document together with the company and relevant contact persons.
- 1.8 Preparation of a project plan by the team
 - 1.8.1 Deadlines, milestones, tasks, dates for possible mock-ups e.g.
- 1.9 Feasibility study
 - 1.9.1 Common understanding of overall approach to this study.
 - 1.9.2 Concretization of possible study areas.
 - 1.9.2.1 What should the study include?
 - 1.9.3 Commencement of the investigation/study areas.
 - 1.9.4 Preparation of possible task phases for the remaining project time duration
 - 1.9.4.1 The starting point can be preparing work phases such as those specified below (phase 2-3).
 - 1.9.4.2 Presentation of the work phases to the relevant people from Eryk.
 - 1.9.4.3 Approval and iteration of study areas.

1.10 *Space for more working phases during the onboarding week!*

The phases (2 & 3) below are examples and inspiration for what could possibly be worked on, as part of the feasibility study or after the study. The areas below define the team and relevant people from Eryk once the team have mapped significant areas of investigation during the onboarding week.

2. Phase: Market study (inspiration)



LEAD THE
TALENT

- 2.1 The project team must prepare a market study, which aims to, among other things, map which services must be accessed on the market and which customer segment can be worked with.
- 2.2 The project team must create a clear market definition, which the investigation and analysis takes as a starting point.
 - 2.2.1 Need and demand.
 - 2.2.2 Selection criteria.
 - 2.2.3 What needs does the market and/or the industry cover regarding the service?
 - 2.2.4 Which parts of the market should the product or service provided cover?
 - 2.2.5 Choose of strategy.
- 2.3 The project team must first consider how they will access relevant data, including how the data collection will take place. The analysis should be based on:
 - 2.3.1 Desk research.
 - 2.3.2 Field research.
- 2.4 The project team could, among other things, start from analyzing Eryk value chain based on the new business project.
 - 2.4.1 Primary activities
 - 2.4.1.1 Inbound logistics.
 - 2.4.1.2 Operations.
 - 2.4.1.3 Outbound logistics.
 - 2.4.1.4 Marketing and sales
 - 2.4.1.5 Service.
 - 2.4.2 Support activities
 - 2.4.2.1 Procurement (purchasing)
 - 2.4.2.2 Human resource management
 - 2.4.2.3 Technological development
 - 2.4.2.4 Infrastructure
- 2.5 The project team could, among other things, start from analyzing a SWOT analysis on the market
 - 2.5.1 Strengths
 - 2.5.2 Weaknesses
 - 2.5.3 Opportunities
 - 2.5.4 Threats
- 2.6 The project team could, among other things, start from analyzing a Porter's Five Forces to understand the competitive situation.
 - 2.6.1 Bargaining of Suppliers
 - 2.6.2 Threat of Substitutes
 - 2.6.3 Bargaining Power of Buyers
 - 2.6.4 Threat of New Entrants

3. Phase: HR – strategy (inspiration)

- 3.1 The project team must create a recruitment and HR strategy to support the business project. The team must work to map necessary skills to be recruited for Eryk's SSC
 - 3.1.1 A clear strategy for how to recruit the right people – The focus must be on being able to recruit IT specialists at three different levels (competence for



each individual segment below can be accessed via an appendix handed by Eryk):

- 3.1.1.1 Junior
- 3.1.1.2 Senior
- 3.1.1.3 Superwoman(man)/coach/manager
- 3.2 A clear pre- and onboarding strategy.
- 3.3 A clear strategy for retaining employees.
- 3.4 A clear strategy for follow-up and control as well as internal competence development of employees

OUTCOME

The company's desired outcome after the 12 weeks

- ✓ A prepared feasibility study regarding enabling/establishment of an SSC in Nigeria
 - Preparation of investigation points for the task via the onboarding week
 - Preparation of working hypotheses according to the tasks
- ✓ A prepared report that contains valid and well-documented information about the project
 - Based on the project team's investigation points there is a need of a confirmation or rejection of the working hypotheses
- ✓ A prepared and phases roadmap of the prioritized areas

PROFILE PROFESSIONS

- Anthropology, data collection, data management, qualitative and quantitative data
- Business development, conceptualization, creativity
- Project Management
- Cultural understanding, cultural analysis, Nigerian culture
- Marketing, HR/organization, Marketing

TALENTPROFILE

Eryk has a clear mission to make a difference in Africa. Therefore, the company wishes to explore the possibility of embarking on a business development strategy to open an SSC in Nigeria.

The project team gets a unique opportunity to begin the kick-off of defining a business area with a clear strategic character and may have the potential to become a continuous area that Eryk will work with in the future.

The company is looking for a team that has an analytical approach to a business investigation and that has a motivation to help define the area of investigation points and create the way to the partial and result of the project themselves. It is considered important that you can join an international team, where coordination and ongoing KPI must be created and followed. You must be able to navigate with an iterative work method, where an action plan towards the result can change, depending on the team's ongoing investigation results.

The team will be based at SDU in Kolding or Odense, where they will work as a group, as the company's group head office is in Szczecin, Poland. There will be the possibility of a hybrid work model, where work can be done physically and online.

During their onboarding week, the team will go to the group head office in Szczecin, Poland, where you will be attached to the company, separately from the rest of the organization, to prepare the first phase of the task in collaboration with Jens-Christian, Lucia and Hamza. Eryk pays for transport, accommodation and meals.



LEAD THE
TALENT