

Sanaya Human Capital-Strategic Planning and Human Capital Case Study

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Introduction

It was countdown for the beginning of another New Year. Yazan Hatamleh CEO, Sanaya Human Capital, Jordan and his staff were celebrating the day at their sprawling office headquarters at the Zahran Plaza, Sixth Circle, Amman, Jordan. It was their moment of reckoning; as they sat down to discuss some issues that affected virtually every organization operating in the Middle-East. Sanaya Jordan, established in Jordan in 2006 with the aim of becoming the largest human capital company in the Middle East, took giant strides from 2006-2008 and had as its accomplishments in *Sanaya Academy*, global events such as the hosting of world renowned international speakers like Tony Buzan, Bob Urkivich and Ron Kauffman, as well as recruiting and successfully hiring through *Sanaya Staffing Solutions*, hundreds of employees in various sectors. When the economic crisis hit the world economy, Sanaya Jordan like many others in the industry, could not escape the impact. Specifically, the recruitment and training wings of the company which had always been its core areas, suffered the most. Their plan to hold bigger and better 'International Speaker Events' and introduce more speakers to the region was forced to be put on hold, mainly due to low demand from existing clients, and their inability to attract new prospects.

Sanaya Staffing Solutions also suffered as a result of this crisis: the division went from hiring hundreds of applicants a year, down to a handful. The fact is that unemployment rates around the world continue to rise, as more employers far from recruiting new employees, actually choose to downsize their companies. The 'luxury' of training, provided by *Sanaya Academy*, has become just that: a luxury, and one that by definition, is not a necessity, particularly during these hard financial times. Yazan Hatamleh, the CEO wants Sanaya Jordan to take measures to adapt to the current market conditions, while still remaining true to the intentions that it had when it first began four years ago. Today the environment is considerably different, yet balance needs to be found one way or another, by ensuring that clients(existing and prospective)have a need for both of the above mentioned lead services that Sanaya provides.

The Company

Sanaya Jordan, a subsidiary of Sanaya Holdings BSCC., is a human capital company which focuses on people and their knowledge, seeking methods to constantly develop and enhance both personal and professional skills which will aid them in the workplace and beyond. Sanaya specializes in corporate training, executive recruitment and business consultancy, servicing both the private and public sectors of the Middle East & North Africa (MENA) region. Sanaya is dedicated to client satisfaction and guarantees that the unique and cutting edge approach to providing these services makes this company a 'one stop shop' to success. During the past few years, **Sanaya Jordan**, with its Head Office based in Amman has formed strategic partnerships with similar organizations around the world, enabling it to excel at matching top notch candidates with businesses in need of such people, providing staffing solutions, while utilizing existing assets through professional consulting and effective training.

The Sanaya Approach

Sanaya through proper recruitment, focuses on making sure that its clients find the right employees, equips them with cutting edge skills to enable them to carry out their jobs professionally, and ensuring a well balanced organizational structure.

Mission

- To create direct link between top notch candidates and distinguished clients, while ensuring the best interests of both parties by optimizing their performance.

- To offer the best possible strategies to reduce or eliminate issues of concern that might arise during the course of training, recruitment and consultation process.

For Corporate

- One stop shop for all your human capital needs and services.
- Highly qualified consultants & recruiters to meet the specific needs of your business.
- Utilize the latest techniques & mechanisms in human capital area.
- The choice of hundreds of local, regional and international organizations working in the region.
- Corporate human capital partner, through dedication to HR causes.
- Customized training programs for the needs of clients.

For Candidates

- Creating CV online.
- Application to Sanaya jobs.
- Skill Development.
- Employers would search for Sanaya Trained and Recruited members.
- Sanaya Newsletter- the complete information on Training and Staffing Solutions.
- Access to Sanaya tools that would enable job management.

Our People

- At Sanaya we have a pool of talented people with experience in different fields of businesses.

Sanaya Academy

Sanaya Academy provides a variety of courses and workshops that are designed to keep our clients ahead of competition, and updated with the needs of the ever-changing business environment. Sanaya Academy lets clients know what techniques work, and facilitate acquiring skills that are needed throughout a job incumbents' career. Corporate training and business education are essential for a company's success, as they provide its taskforce with up-to-date, functional and industry-specific knowledge that evolves with the regions' changes and trends. Sanaya Jordan delivers customized in-house training courses for organizations. Courses are conducted by highly specialized trainers and consultants with training material specifically related to the business or industry at hand. Following a training needs analysis, a proposal is submitted detailing objectives, and course content. Once the proposal is approved, the course is executed, and upon completion the course is evaluated based on feedback from participants, clients, in-house trainers and consultants. This is done with the aim of creating long-term benefits for the organization and individual. The focus of the program at Sanaya is individuals' professional growth and development, while stressing the need to overcome leadership challenges, and achieve organizational and personal/professional goals. All programs are designed to provide participants with lifelong skills and to significantly improve their workplace output.

Tailor made in-house workshops

Sanaya Academy offers tailor-made training that caters directly to the individual needs of each client. At Sanaya, training needs of corporate clients are studied and analyzed to design tailor made training modules and customized workshops in accordance with their requirements. The intent is to deliver to the participants, professional and personal skills that are relevant to the industry and to their performance at the workplace. A mixture of training tools employed includes lectures, workshops, group work, presentations and case studies.

International Speakers

"International Speakers Events" provides participants with lectures and hands-on workshops presented by leading international experts in various fields to help them develop their skills. International speakers that are currently associated with Sanaya Academy include: Ron Kaufman, Tony Buzan and Bob Urkivich. Sanaya Academy is also working to foster relationships with other prominent international speakers around the world.

Sanaya Academy's "Train to Gain Methodology"

<u>G</u>ather	all the information you need to become a more productive and efficient member of your team;
<u>A</u>ccomplish	the goals and dreams that you have for yourself both in your personal and professional life, through obtaining the skills you need to get there;
<u>I</u>magine	a place where you can find all the tools and resources in one place, a training program made for your specific learning style;
<u>N</u>avigate	through the competitive business arena with more knowledge and be better equipped to aim for a better and brighter future.

Management & IT consulting

Management & IT consulting is provided by Sanaya Jordan to enable companies improve performance through analysis of existing business problems in both Business & IT fields, and develop relevant plans. In-house resources of Management and IT know-how, experience and skills are made available to clients. Clients could make the optimum and productive use of resources in order to solve their business and IT problems, achieve the required results, and be better prepared for the future. Sanaya has a client-focused approach that ensures their consulting team have access to, and understand client specific objectives, and then offer customized solutions. In doing so, Sanaya adheres to the highest standards of ethics and excellence. Their consultants provide professional expertise to clients who require a particular type of knowledge or service for a specific period of time, thus providing cost-effective ways of addressing their requirements. Sanaya also uses additional staff when implementing a major project over a longer period. Sanaya prides itself in its attention to detail and quality of service and are almost certain that all of their clients feel the same about their organization. Clients include all types of business organizations operating in the MENA region, either in the public, private or not-for-profit sectors, whether involved in trading, manufacture of product or provision of service.

Staffing Solutions

Sanaya specializes in permanent, contract and temporary recruitment, selection and deployment of staff as well as executive search and placement.

Sanaya Executive Recruiting

Sanaya Jordan are bound by the dictates of a structured approach for working with client to enable them to make the right recruitment decisions for their organizations. At the same time, Sanaya also works with individuals to empower them with insights, skills and competencies needed to utilize the best career opportunities in their field of expertise. Sanaya therefore effectively bridges the gap between the industry needs and aspiring executives, and bolsters clients' executive search and placement efforts.

Sanaya Staffing Solution's "The S.A.N.A.Y.A Effective Recruitment Methodology"

- **Seek** the client's needs and expectations;
- **Accommodate** the client by searching for candidates that meet up to their standards;
- **Negotiate** the best possible scenario for both the client and the candidate;
- **Aim** for the benefit of the client and a challenging atmosphere for the candidate;
- **Yield** the results of the candidate search to the client, within a defined time period;
- **Adapt** to the conditions and requirements of both the client and the candidate, as each develops and changes accordingly.

Sanaya's "5s" – Approach for ensuring quality

- See & directly contact clients
- Seek understanding of client needs
- Source the suitable candidates
- Screen the candidates
- Shortlist the right candidates

Sanaya Head Hunting

Sanaya adopts its "BEST" approach for Head Hunting initiatives

Be the client Ambassador

Ensure sourcing the most suitable candidates

Screen & Shortlist the candidates

Test & check the candidates

Sanaya e-Recruiting

Leveraging the internet which has revolutionized the recruitment processes, Sanaya Jordan has been able to bypass traditional scenarios of job vacancy advertising and agency commissions by integrating career sub-sections into their website. They also provide online marketing banners for their clients to advertise and promote their products and services or to post their own needed Human Capital requirements for a miniscule fee.

Sanaya Consultancy

Sanaya Consultancy presents a means of helping companies improve their performance through the analysis of existing business problems and development of future plans. The intention is to fix the existing or potential problems that may exist within the company, and then to help them make their dreams and ambitions a reality.

Sanaya Consultancy's "Three Steps to a Better Business Methodology"

Understand the objectives and intentions of your company's development;

Develop tailor-made solutions and means of enhancement for your company's needs;

Provide professional expertise to clients who require a specific knowledge or service, over any given time period.

Sanaya Human Capital Privet Shareholders Company Amman-Jordan Balance Sheet		
	<u>2009</u>	<u>As 31/12/2009</u> <u>2008</u>
Assets		
Cash and Banks	85,467.000	227,682.000
Accounts receivable	145,557.000	178,107.000
Subsidiary & Sister Companies Accounts Receivables	442,537.877	0.000
Others Assets	26,663.000	7,662.000
Total of Current Assets	<u>700,224.877</u>	<u>413,451.000</u>
Investments in Subsidiary Company	30,000.000	0.000
Property, Plants & Equipment	83266	48355
Total of Non Current Assets	<u>113,266.000</u>	<u>48,355.000</u>
Total Assets	<u>813,490.877</u>	<u>461,806.000</u>
Liabilities & Owner Equities		
Accounts Payable	4,430.000	10,532.000
Others Credits	3,122.000	11,640.000
Total of Current Liabilities	<u>7,552.000</u>	<u>22,172.000</u>
Total of Liabilities	<u>7,552.000</u>	<u>22,172.000</u>
Owner Equities		
Capital Paid	700,000.000	500,000.000
Retain Earning (Losses)	86,370.877	(63,304.000)
Reserves	19,568.000	2,938.000
Total of Owner Equities	<u>805,938.877</u>	<u>439,634.000</u>
Total of Liabilities & Owner Equities	<u>813,490.877</u>	<u>461,806.000</u>

**Sanaya Human Capital
Privet Shareholders Company
Amman-Jordan
Income Statement**

	<u>Period ended on 31/12/2009</u>	
	<u>2009</u>	<u>2008</u>
Revenues from Recruitment, Training, & Consultancy	548,132.000	438,113.000
Costs of Recruitment, Training, & Consultancy	(210,470.123)	(222,939.000)
Gross Profit	337,661.877	215,174.000
Marketing & promotion Expenses	(43,403.000)	(31,000.000)
General & Administration Expenses	(125,666.000)	(161,819.000)
Other Income	840.000	
Other Expenses	(3,128.000)	(1,500.000)
Net Income (before tax)	166,304.877	20,855.000

Discussion Questions and Outcomes

1. Do a SWOT analysis for the industry in which Sanaya Jordan operates in. Develop emerging business scenarios for Sanaya Jordan, taking into consideration its external and internal environment.
2. Considering the different businesses that they are currently in, develop a Marketing Mix for Sanaya Jordan to ensure a higher Market Share. Is there a need to reposition Sanaya Jordan? Why or why not? What core competencies should Sanaya Jordan focus on, in gaining sustainable growth and competitive advantage?
3. Design a Competency Mapping procedure/model that Sanaya Jordan may adopt in their Training - Needs Analysis for their clients.
4. Are there any additional services that Sanaya Jordan can provide, within the realm of the human capital industry that is in demand in the current conditions? Justify your answer and provide a breakdown of how much each service is expected to cost, and how much profit/benefit it would have for the company. Also suggest cost-cutting measures to improve profitability for Sanaya Jordan.
5. What means can Sanaya Jordan use to promote Sanaya Academy, particularly in the current conditions when many clients see training courses as a luxury?
6. What Strategic Alliances if any should Sanaya Jordan adopt for its expansion plans in the MENA Region? Should Sanaya Jordan consider franchising as an option under the current conditions? Will this be profitable for the company, or is the demand for the services that it provides not enough for this right now?