


# ENIGMA

PEOPLE SOLUTIONS

A CASE STUDY:

*Rambus*  
e.cebs



Founded in 2000, Ecebs is a successful Scottish smart card technology business based in East Kilbride. Ecebs has been through periods of significant growth over the years including in-house team expansions and mergers. In 2016, the company was acquired by Rambus; a technology licensing company based in America.

Rambus creates innovative semiconductor and IP products, ranging from security, smart sensors and lighting to memory and interfaces. The acquisition saw Rambus take over the well-known smart ticketing systems developed by Ecebs, including the software they had developed to cope with the increasing demands for cloud based, secure ticketing schemes (something which could enable a lower cost smart card to be rolled out to the market).

The strong positioning of Rambus-Ecebs gave them a unique selling point and it became a key factor throughout our recruitment process.

Since 2009, Enigma People has developed a strong working relationship with Ecebs, through which we have successfully placed a number of candidates into permanent, niche roles within the business.

As a result of the acquisition of Ecebs by Rambus, there was a drive in recruitment in order to ramp up project delivery and product integration. We were trusted with a number of project pieces specifically to recruit an Embedded Software Engineer, a Database Developer, a Support Analyst, 2 Software Developers and a Technical Project Manager as short-term contract roles.

A major factor that contributed to the construction of our recruitment strategy was the acquisition of Ecebs by Rambus. It was essential for prospect candidates to fully understand the company was now a combination and integration of two companies.

Company culture and fit is of vital importance when we are working with our clients and candidates. We want to build a relationship with our clients in order to find out what type of personalities will fit within their business in addition to the key skills and knowledge needed to successfully take on the role. Equally as important, to us, is building a relationship with our candidates; listening to what they want from their next role, understanding their skills and experience and what their key values are.

Holding an understanding of both the client and the candidate is extremely advantageous to the recruitment process, as well as to the overall end goal of finding the right candidate to fit both the client and the role.



Ecebs was a SME in Scotland and as Rambus is a large technology company from the USA, it was our responsibility to ensure our candidates truly understood the huge opportunity that came with each of the vacancies involved in this project. The acquisition was a unique selling point. It brought with it a substantial amount of investment, which contributed towards growth and bolstering business confidence. The acquisition also highlighted the recognition and success of Ecebs, which allowed us to present these new roles as a great opportunity to work with innovative and creative technology. Furthermore, it provided an opportunity to work within a well-regarded and expanding business at the heart of the smart ticketing systems industry.

The timeframe we had agreed with our client proved highly important over the course of these projects. Quick turnarounds allowed us to solve their recruitment problems without impacting on their ability to deliver projects, something that would have had repercussions throughout the business. Understanding the needs of our clients business, alongside their recruitment needs, enabled us to see the full 360 view and present our clients with the right candidates for the roles.



The integration of Rambus and Ecebs also impacted on the type of role and length of role that this project involved. Compared to our previous work with Ecebs, our latest projects involved identifying and hiring short term contractors to fulfill their needs. Taking into account the various roles and length for which these were required, we had to ensure that each role was approached on an individual basis; tailoring our process in order to ensure we successfully sourced and placed each candidate within our allocated timeframe.

As some of the technical contracts were quite short term initially, it was likely that these would be most of interest to relatively local candidates. However, the market we were operating in was one of low candidate availability and high candidate demand, meaning that prospect candidates for the roles had choice and would go off the market quickly.

In consulting with Rambus on this matter, we were able to advise the client of the importance of prioritising speed of turnaround in the recruitment process. This conversation enabled us to agree a turnaround of CVs to review of inside 24 hours in most cases and interviews within days of CV submission, meaning that the client was more likely to retain the attention of the candidates they were interested in.



## Embedded Software Engineer:

Suitable candidates of this type are few and far between and availability is low. We sourced a number of candidates from Scotland and England, but ultimately, the person hired was sourced from Austria and had been working on similar projects for a large multinational.

## Support Analyst:

This contract was to cover maternity leave of up to a year and needed to be resolved quickly in order for handover and training to be conducted. The difficulty with this type of role is that most people at this level wanted permanent opportunities, and there are few true contractors available. We found candidate locally who had just been made redundant and this opportunity was suitable for them, as it allowed them to have some breathing space before progressing their career.

## Database Developer:

The client needed someone with a rare skill set and this meant we had to search UK wide, and even internationally, to find available candidates with the skills and to negotiate the right price for the client and contractor. Contractors from as far away as the Netherlands were considered but in the end a Coventry-based candidate was secured for this role.



## Software Engineers x2:

This was a challenging task because the contracts were initially only 3 months long, with no guarantee of extension. Many of the contractors we found preferred longer-term contracts, which reduced our candidate availability somewhat. The solution was to find a relatively local candidate for whom the benefit of a local contract outweighed the length of contract. We also found a contractor who had a positive experience of working a similar short contract in Scotland, so was perfect for this role.

## Technical Project Manager:

The challenge here was finding an experienced Project Manager who had relatable technical experience. This was a difficult search as there were few people with similar smart card experience. We researched the market for companies in a similar technology space and found a perfect candidate who, once fully informed about Ecebs-Rambus and the role, applied and was successful.



Keeping in mind the combination and integration of two businesses, we harnessed our strong relationship with Ecebs, and our new understanding of Rambus, to successfully source and place six new candidates into various roles throughout the business over a 9-month period.

Taking each role on an individual basis allowed us to work smartly and identify the parameters and specifics to ascertain: where to find prospect candidates, what type of candidate would be suitable for the role, and how we can work with the timeframe we had agreed. This approach proved extremely successful, enabling us to tackle challenging roles head on and provide the niche candidates that our client needed to build their teams.

We felt that working exclusively with us meant that Rambus were able to focus on responding quickly to one supplier, rather than being distracted by multiple suppliers. Our combined efficient, streamlined and trusted relationship gave Rambus competitive advantage in securing the contractors they were looking for.





Accuracy is key when helping start up companies to build their team. Reviewing CV's and interviewing candidates is time consuming for what are already stretched R&D teams, whose main priority is delivering designs to customers. Every business has access to a multitude of candidates through online job boards, social media and candidate databases, but that doesn't necessarily make the recruitment process straightforward.

What businesses often overlook, when recruiting, is that it's not just about finding candidates; it's about finding the right candidate. The true expertise lies in matching the right candidates to the right opportunities; a recruitment consultant's approach towards the passive candidate and their efficacious technique play a part in providing a service that clients are more than happy to use and pay for.

Interested in working with  
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