Case Study on:

ROFF

European Business Awards™
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Ruban D'Honneur 2011

Ruban D'Honneur Recipient
European Business Awards 2011

Employer of the Year Award
ROFF

European Business Awards™

ROFF

Investing In Its People

Words from the Judges

"ROFF is a company that places utmost importance on its people; they are the foundations upon which the company's success has been built."

Portugal's market leader in implementing SAP solutions, ROFF runs high level IT-related consultancy projects for its national and international clients. The company is maintaining growth in difficult economic times and rapidly expanding its activities abroad. Much of this success is due to its highly skilled and loyal workforce and it is ROFF's commitment to its employees that has led to the company receiving a European Business Awards Ruban D'Honneur for Employer of the Year 2011.

Ever since ROFF's establishment in 1996, it has focused on providing an outstanding level of client satisfaction. The company soon realised that the best way to ensure satisfied clients was to employ the very best staff and as such, has always aimed to develop and maintain a workforce that is not only skilled and professional, but also contented, motivated and committed.

"Employee quality, experience and satisfaction have been key to our success. We are proud of our informal atmosphere and team spirit as well as our excellent Human Resources strategy." Ricardo Regal, Director, ROFF

ROFF's committed investment in Human Resources has been instrumental to the success of the business. Its incredible staff provide unbeatable customer service but more than that, they have developed solid relationships with clients based on trust, cooperation and shared responsibility. ROFF continually invests in the training and development of its employees, always with clients and customer service levels in mind.

ROFF's employee retention rates are proof of the staff's satisfaction level. Only six employees left in 2010, while 116 new staff members were recruited. It is this permanence of staff that sets ROFF apart from its competitors in an industry renowned for its 'revolving door syndrome'. ROFF's clients develop strong relationships with their dedicated consultants and feel secure in the knowledge that they are in for the long haul and will still be there, working for the benefit of their particular company for many years down the line.

ROFF's commitment to its staff is prevalent in every area of the business. The company's mission statement is partly dedicated to Human Resources related values and the corporate marketing campaigns for ROFF are known to focus on its staff.

"Human capital is so important to us that we decided to base our external image on that of our employees. Photos of our staff, both senior and junior, are used in all our external communication. Our business is our people and we wanted to celebrate that for all to see."

ROFF's success in Human Resources comes from the fact that the company really cares about its staff and doesn't just pay lip service; it works to create a working environment that helps to inspire and empower its workforce. There is a fully inclusive recruitment policy with diversity and equal opportunities being essential principles. As an example, the company has been known to recruit pregnant employees if it feels they are the best applicants for the job.

The staff's integration process is constantly evaluated and has been developed to make staff feel immediately welcome. Every new employee is introduced to all levels of management, assigned a 'Tutor' and receives training to help them learn the ways of working at ROFF.

Other successful policies include openly conducted internal evaluations; health, safety & wellbeing promotion; maternity/paternity support; corporate volunteering; open-door policy; transparency; regular internal communication including an internal newsletter; suggestions box; incentivisation programme; flexible working schedules; remote working and finally, everyone's favourite, a programme of company events where employees get a chance to party hard and celebrate all their hard work!

"The company offers business and high level IT consulting services and therefore recognises that the growth of its business is entirely dependent on the skills and motivation of its people. ROFF takes very seriously the imperative of maintaining a positive and rewarding working environment to enable the recruiting and developing of a highly talented and skilled team."

Phil Forrest, Chairman of Judges, European Business Awards 2011

Looking to the Future…

ROFF is always looking at innovative ways to improve the working environment for its employees and to help them develop and grow. The culture at ROFF is one of a big 'family' and it is this buy-in to the business ethos that makes ROFF the success it is today.

ROFF's focus is on giving back to its employees and empowering them to perform at their very best.

ROFF Academy was created in 2010 with the objective of providing the company with unrivalled in-house training facilities. As well as the technical and commercial training necessary to carry out their roles within the organisation, ROFF Academy also offers a language school, coaching and behaviour training to help employees succeed in their activities.

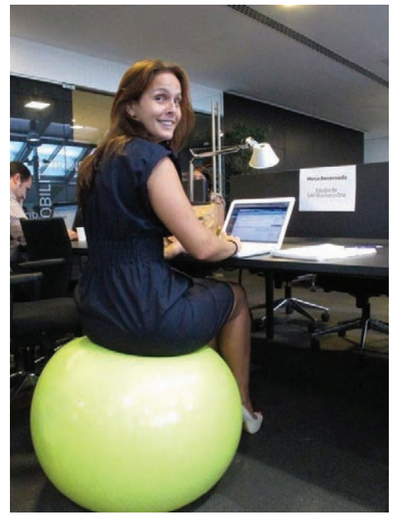
ROFF's **"Positivity by ROFF"** programme looks at Corporate Social Responsibility and ways in which the company can give back to the surrounding area, the community, the environment and also to partners and suppliers. Actions so far have included corporate volunteering programmes and carbon reduction measures such as tree planting. Staff at ROFF actively seeks ways to make a difference and get involved because they want to. It has resulted in huge pride in the company.

As part of its Social Responsibility programme, ROFF is pursuing a decentralization strategy, which has led to the opening of an SAP Development Factory in Covilhã, an area of Portugal that is socially and economically less developed. This has brought jobs and opportunities to the area and has also supplied ROFF with a young, ambitious and talented pool of labour from the region's university.

"Opening our SAP Development Factory in Covilhã helped stem the flow of migration away from the area. Thanks to our partnership with the city council and the university, we are bringing jobs and expertise to the region and we are looking to double the size of our workforce in Covilhã over the next two years."

Technology is enabling ROFF to put remote working practices into place for its employees. With the client's agreement, employees are not required to work onsite and can perform their tasks as efficiently working remotely from home.

Internationalisation is a strategic business focus for ROFF. In just three years, ROFF's international business has now taken over from its national activity with 54% of turnover in 2010 derived from international projects. Plans to open offices in South America, Northern Africa and Middle East are in place and ROFF is looking to expand into Asia in 2012. The objective is to shift activity over the next three years and have an 80:20 split of international to domestic business. The primary reason for this strategy is both the acknowledgment of the opportunities presented to a company with a track record such as ROFF and the stagnation of the Portuguese market amidst the European financial crisis.



"We are very proud to receive a Ruban d'Honneur in the European Business Awards. To us, our employees are everything; they are the business. We are always looking into ways to give back and thank them for their input. When we set up ROFF in 1996, we never expected to win any awards and it is a huge honour to be recognised for our activities."

Ricardo Regal, Director, ROFF

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About ROFF

Trust, Responsibility, Capability and Intelligence were the principles that guided the foundation of ROFF when four of SAP's most experienced Portuguese consultants joined together back in 1996 to set up Portugal's first SAP consultancy.

Today, the company's principles remain the same even though the business has now grown to almost 500 employees with offices in Lisbon, Porto, Covilhã, Paris, Luanda and Stockholm and a turnover of €35M in 2010.

Trust: Clients trust ROFF to be the best and to supply the best consultants for the job; employees trust ROFF to always act in their best interest.

Responsibility: ROFF is now responsible for 197 active clients and works tirelessly to bring them the best service in the industry. ROFF also takes its responsibility to its employees very seriously, as well as its responsibility to the local community and the environment.

Capability: ROFF has made a huge commitment to being the best. Training and evaluation ensure that ROFF's employees are experts in their field.

Intelligence: ROFF's management run the business in an intelligent manner, always looking for new ways to take the business forward in order to meet growth targets.

In early 2011, ROFF was awarded the accolade of "Best Portuguese Company to Work For", according to a study by the Great Place to Work Institute in Portugal. It also received mentions in the categories of "Best Workplace for Women", in recognition of the fact that the company has a high number of women in management positions and "Corporate Social Responsibility".

98% of employees responded positively to the statement "I am proud to say I work for ROFF" and 99% agreed with the statement "ROFF manages its impact in society responsibly." Great Place to Work Institute 2011

About the European Business Awards

Since 2007, the European Business Awards programme has been shining a light on the most pioneering businesses on the continent by promoting excellence, best practice and innovation in the European business community. The awards programme recognises excellence in all disciplines of business including individual business functions. Last year entrants ranged from fish farming organisations to renewable energy firms. Together they had a combined turnover greater than €766 billion Euros (6% of EU GDP) and employed over three and a half million people between them.

Businesses from each of the 28 European territories are invited to enter the Awards. The competition for finalist places is fierce with many of the Europe's most established brands being represented.

The judging panel is comprised of experts in their fields who each bring experience, business acumen and understanding to the board. The overall winners in each of the categories will be announced at the Awards ceremony in Barcelona on 22nd November 2011.

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