

BUSINESS ANALYSIS CASE STUDY

Workforce Outsourcing Operating Model

Translating a complex enterprise RFP into an executable, governed service solution

PROOF STORY

A real engagement reconstructed as a public portfolio case study to demonstrate requirements analysis, process design, stakeholder coordination, risk assessment, governance and proposal development.

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Client	Major Saudi digital enterprise - anonymized

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1. Executive Overview

A major Saudi digital enterprise launched a competitive sourcing process for an integrated workforce outsourcing and staff-augmentation framework. The required solution extended beyond recruitment: it needed to connect requisition intake, sourcing, selection, employment, mobilization, payroll, HR administration, reporting, service governance and replacement into one controlled operating model.

BUSINESS QUESTION

How could Kafaat convert a large set of contractual, operational, compliance and performance requirements into a solution that was both responsive to the client and executable by internal teams?

My Role

- Initiated and coordinated supplier registration and qualification activities.
- Participated in two procurement and stakeholder meetings.
- Reviewed the RFP and supplier clarifications to identify requirements, dependencies and risks.
- Coordinated inputs across management, recruitment, HR operations, finance and account management.
- Led the structure and development of the technical proposal.

Engagement Scope

Workstream	What needed to be solved
Demand intake	Authorize, clarify and track workforce requisitions.
Talent delivery	Source, screen, shortlist and coordinate selection.
Employment operations	Contract, onboard, mobilize, pay and support resources.
Service assurance	Govern delivery through ownership, reporting, KPIs, controls and escalation.

CONFIDENTIALITY NOTE

The client is intentionally anonymized. Pricing, personal data, proprietary documents and restricted requirements are excluded. Final commercial submission and award decision were still pending at the time of this case study.

2. Stakeholder & Requirements Analysis

The analysis began by separating stakeholder needs from formal requirements. This reduced the risk of treating the RFP as a writing exercise and helped connect each obligation to an operational owner and a proposal response.

Stakeholder Map

Stakeholder	Primary interest	Required alignment
Client procurement	Compliant, comparable supplier response	Proposal structure, evidence and clarification control
Client talent acquisition	Relevant candidates delivered predictably	Intake, screening, shortlist and feedback workflow
Kafaat management	Strategic fit and controlled exposure	Decision points, risks, capacity and commitments
Recruitment	Clear and searchable role requirements	Role calibration, sourcing criteria and delivery ownership
HR operations	Compliant employee lifecycle	Contracts, onboarding, payroll, renewals and offboarding
Finance	Viable and controlled service model	Cost drivers, assumptions, liability and commercial dependencies
Account management	Stable ongoing service	Governance, reporting, escalation and performance review

Requirements Traceability - Portfolio Reconstruction

ID	Requirement theme	Owner	Proposal response
R-01	Formal requisition intake	Account / Recruitment	Controlled intake and calibration gate
R-02	Candidate quality and timing	Recruitment	Structured screening and shortlist workflow
R-03	Employment and mobilization	HR Operations	Documented onboarding and deployment controls
R-04	Service performance	Account Management	SLA/KPI dashboard and review cadence
R-05	Replacement and continuity	Recruitment / HR	Backup pipeline and replacement workflow
R-06	Compliance and data handling	Management / HR	Access, records, approvals and audit controls

Method note: The traceability matrix shown here was reconstructed after the engagement for portfolio demonstration. The formal project deliverable was the technical proposal.

3. Process Analysis & Target Operating Model

Observed Starting Point

The opportunity entered through supplier outreach and qualification, while the future delivery service would require multiple internal functions to act as one system. Without a shared lifecycle, responsibilities could become fragmented across business development, recruitment, HR operations, finance and account management.

Key Process Gaps

- Requirements could arrive incomplete or with conflicting assumptions.
- Ownership could shift between teams without a defined handover gate.
- Candidate delivery, onboarding and payroll performance required one reporting structure.
- Exceptions such as offer decline, no-show, replacement or delayed approval needed explicit escalation paths.

Target End-to-End Lifecycle

Stage	Control point	Purpose
01	Authorize	Receive formal demand and assign ownership.
02	Calibrate	Clarify role, competencies, location, duration and start date.
03	Source	Select channels and build a qualified pipeline.
04	Screen	Validate fit, interest, availability and commitments.
05	Select	Submit candidates, coordinate interviews and capture feedback.
06	Mobilize	Complete approvals, checks, employment and onboarding.
07	Operate	Administer payroll, HR support, reporting and employee services.
08	Improve	Review performance, risks, exceptions and corrective actions.

DESIGN PRINCIPLE

Each stage should have a clear input, accountable owner, approval gate, measurable output and escalation path. This converts the service from a sequence of activities into a governable operating model.

4. Gap, Risk & Control Analysis

The proposal needed to show not only how normal delivery would work, but also how the service would remain stable when assumptions changed or exceptions occurred.

Risk / gap	Potential impact	Control response
Incomplete demand	Wrong profiles, rework and delayed sourcing	Calibration checklist and approval gate
Low candidate relevance	Client dissatisfaction and missed timelines	Structured screening and quality review
Offer decline or no-show	Delayed mobilization	Expectation confirmation and backup candidates
Early attrition	Continuity disruption and replacement effort	Fit validation, early check-ins and replacement workflow
Fragmented ownership	Slow decisions and unresolved issues	RACI, named account ownership and escalation path
Payroll / HR exception	Employee impact and compliance exposure	Controlled records, exception log and resolution ownership
Personal-data exposure	Legal, reputational and client risk	Need-to-know access, controlled records and secure handling
Unclear performance	Reactive management and disputes	Defined measures, reporting cadence and corrective actions

Operating RACI - Simplified

Activity	Client	Kafaat delivery
Authorize and clarify demand	Accountable	Responsible / Consulted
Source and screen candidates	Consulted	Accountable / Responsible
Interview and select	Accountable / Responsible	Consulted
Employ and mobilize	Consulted	Accountable / Responsible
Direct daily work	Accountable / Responsible	HR support
Payroll, reporting and service review	Accountable / Consulted	Responsible

5. Solution Blueprint

The technical proposal organized the response around an integrated operating model rather than isolated recruitment activities. The solution connected delivery stages, ownership, controls and management information.

Solution component	Design response
Controlled intake	Formal authorization, role calibration and recorded assumptions before sourcing.
Quality-gated sourcing	Role-specific search, structured screening and availability confirmation.
Stage-gate mobilization	Approvals, verification, employment documentation and onboarding readiness before deployment.
Workforce administration	Payroll, HR services, renewals, employee cases and controlled offboarding.
Account governance	Single coordination point, recurring reviews, escalation paths and issue ownership.
Performance management	Operational measures for timeliness, quality, joining, continuity and exceptions.
Risk and compliance	Documented controls, restricted access, evidence retention and audit readiness.
Continuous improvement	Root-cause review of rejections, delays, no-shows, attrition and replacements.

Management Information Design

Management view	Decision enabled
Requisition tracker	Where demand stands, who owns it and what is blocking progress.
Delivery dashboard	Whether timeliness and candidate quality are within expectations.
Workforce report	Current deployed-resource and employee-service status.
Risk and escalation log	Which issues require a decision, owner or corrective action.

VALUE OF THE DESIGN

The operating model gave the proposal a clear line of sight from client requirement to process, owner, control, evidence and performance measure.

6. Outcomes, Evidence & Reflection

Engagement Outcomes

- Completed supplier registration and qualification requirements for a major enterprise opportunity.
- Advanced Kafaat to the qualified-supplier stage of a competitive sourcing process.
- Participated in two stakeholder meetings and converted clarifications into proposal inputs.
- Produced a structured technical proposal covering the end-to-end service lifecycle, governance, reporting, risk and compliance.
- Created an internal basis for aligning recruitment, HR operations, finance and account-management responsibilities.

Status at the time of writing: technical submission completed; commercial submission and final award decision pending.

What This Case Demonstrates

Business-analysis capability	Evidence in the case
Requirements analysis	Converted RFP obligations and clarifications into response themes and delivery controls.
Stakeholder management	Coordinated business, recruitment, HR, finance and account inputs.
Process mapping	Structured the service as an end-to-end controlled lifecycle.
Gap and risk analysis	Identified delivery, ownership, continuity, commercial and compliance exposures.
Operating-model design	Connected roles, governance, reporting, controls and improvement loops.
Executive communication	Translated analysis into a client-facing technical proposal.

Reflection

The most important lesson was that a strong proposal is not simply a response to requirements. It is a test of whether the supplier can translate contractual expectations into a service that teams can actually operate, measure and improve.

PORTFOLIO DISCLOSURE

This document is a retrospective, anonymized reconstruction prepared by Adel Badrah. It does not reproduce the client's RFP or Kafaat's submitted proposal. The technical proposal was the formal engagement deliverable; the matrices and simplified models shown here were rebuilt to demonstrate the analytical approach.

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