



Gaming Company

tsf.tech were appointed by two co-investors to undertake a high level commercial and technical due diligence assessment on a high growth venture focused on their Computer Games development practices.

The company was seeking follow-on investment, enabling them to continue to build and enhance their existing product development strategy. The focus was on significant and accelerated headcount growth and developing the organisation product capabilities, and less on the technology itself.

The scope of the review was:

The due diligence focused on providing a clear assessment of the current capabilities, integrity of scaling and growth plans, and the risks within the engineering function regarding people, process, and culture.

There were four key takeaways from the assignment:

Hiring Strategy: The hiring strategy was clearly documented and planned to support the delivery of known projects in the near term. However, a longer term more strategic approach was recommended to build out the organisation structure, roles and skills at an organisational level for a longer-term horizon of three years. A contingent short-term hiring approach based on project resourcing is not a sustainable growth strategy and highlights the challenge of scaling too rapidly. A senior HR hire was made to deliver this recommendation.

Resource Planning: The resource planning process was detailed and effective. However, it relied on spreadsheets as a key tool. This is not scalable, and is prone to human error and oversight. We recommended a cloud-based solution be adopted to ensure the most effective planning process is in place across the organisation. This was accepted.

Commercial financial management: There was a clear commercial framework to the business. To ensure growth in revenue delivered the economies of scale in profit margins, we suggested hiring a project accountant reporting to the CFO, operating 'hands on, hands in' across all project teams, supporting the initial business development activity, resource planning, project management and delivery. This was accepted, bringing a sharper, day to day focus on estimation, forecasting, reporting, control, and learning.

Project Management & Delivery: Current practices seemed a sensible approach given the resources available with a clear sense of objective planning and priorities. This environment support scaling and growth of the business. Our only concern for this aspect of the company's operations was that the key person was not based in the UK. Whilst we are advocates and practitioners of 'work from anywhere' we would recommend an on-site



presence for the role should be considered, maybe consider one week a month as a formal arrangement. This was actioned.