Business Case

Trafilea

LIFE CHANGING BRANDS

Introduction

Trafilea is a technology and e-commerce company. It has

300 employees distributed in 18 countries worldwide and has a presence

around the world, with special attention in the United States. Born in 2015

with remote work in his DNA and is dedicated to scaling brands that are

intended for the final consumer, mainly textile companies, all

necessarily linked to significant purposes.

Its turnover grew to 200 million dollars in 2 years, which meant the

recognition by the Financial Times as one of the companies with

further growth in 2021.

The main brand of the group is Shapermint.

Its mission is based on shaping the lives of its clients

providing everyday essentials that support all

body types, shapes and sizes, and inspiring confidence and embracing the

body positivity.

Trafilea was founded as a performance advertising agency, it is

say the sale of products and services in exchange for a commission. Began

in Latin America and later expanded to Europe and Asia. The company of origin

Uruguay is a leader in the digital transformation of underwear and clothing

of DTCs. They currently define themselves as: "data-driven thinkers,

passionate marketers, and tech innovators."

Its values are:
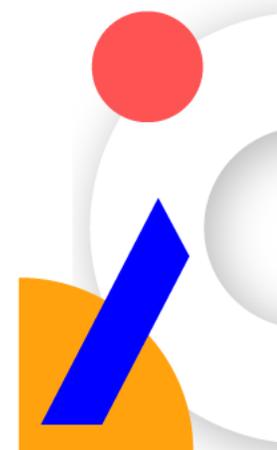
Always growing and thinking bigger.

We go the extra mile and stand out in all we do.

Act with discipline.

Work smart and learn fast.

Act with confidence.

Preserve the company's future.

Bring on the positivity.

Spread love.

Trafilea has been working with PDA since 2017. The Talent Aqcuisition team

It has 10 members who are all certified as

PDA analysts and are the ones who use the tools on a daily basis. Besides,

they have 4 HRBP certified in the tool.

They use the tools of the PDA Assessment, Match by competencies,

Organizational Culture and J.O.B. Being the PDA Assessment the tool that

used more frequently because it is integrated into

all selection processes.

Analysis unit

Project: Acquisition of top talents

Santiago Zabala, CEO and Co-founder of Trafilea, believes that it is key to bring

top talent to the company and PDA Assessment is a solid tool,

robust and scientifically validated that has accompanied them on their way and

keep doing it.

The foundation of the PDA Assessment in Trafilea is based on the objective

to make a quick, effective and efficient selection of candidates.

Likewise, complement the talent recruitment process with the

possibility of matching the person with his potential team, leader and

program to enhance their skills in pursuit of a favorable synergy and

positive.

Following this line and being a startup, from Trafilea they express the

importance of being strategic when selecting the best talent

since a good or bad hiring decision impacts

directly in the business. Not only should the person have the

experience and adequate knowledge, but the cultural match is vital

and that she enters at the right moment in her career.

Contemplating all these variables, Trafilea considers essential the

correct match and adequate complementation so that each piece, team

and talent can fully display their potential and support the purpose of

the organization.

Issue/challenges to solve:

- Define competencies for key roles within the organization.

- Understand the compatibility between their collaborators and their leaders.

- Tool that provides greater knowledge and information on

new talents.

Existence of a perfect match with the business culture and with the leader,
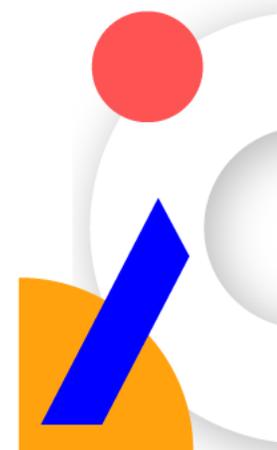
but still there were very clear flaws in the selection.

At the time of analyzing the reports in depth, it was evident that they did not have

into consideration the modification of profile and intensity. Such is the case of

people with a very high profile modification, that is to say very rigid, with

Little tendency to adapt and change. On the other hand, this profile

behavioral in a dynamic like that of Trafilea, which is changing, with

rotating priorities, in ambiguous environments, requires constant

adaptation, that is to say that the opposition of profiles predicted the low success

between the match of the profile with the organizational scenario.

This learning about the modification of the profile and its intensity,

It is an essential point to consider at the time of selection.

Justification of the case:

Trafilea shows how through the PDA Assessment it is possible to obtain

highly valuable information in addition to REPNA. Its implementation with

the cultural match, leaders and J.O.B. allows us to continue working to attract

top talents.

From the organization, they carried out a selection work of 8 core values,

then they translated them into observable competencies and finally into

definitions that allowed them to extract 33 competencies that are

required for a hero leader and over 24 for cultural fit. Not only that,

but they also made a customization of the Grow Hacker position,

which allowed them to calibrate the profiles towards a job fit sales oriented or
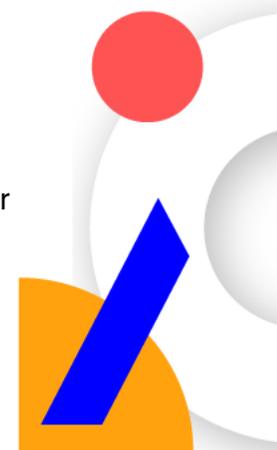
analytically oriented.

In the process of assembling these required competencies,

relevance weightings, trials, tests, adjustments in order to reach the most

suitable as possible.

"The moment to attract talent is a defining instance. We match to

the person with his leader, team and with the company to know if he is a good

fit. It allows us to get to know her better from before entering Trafilea and

It serves as a predictor of success stories".

Paula Antonelli, People Director

The organization founded in the eastern country of Uruguay has in its DNA the

wanting people to develop what they already have as a strength for that

its People Director, Paula Antonelli expresses: "part of our mission is

positively impact people's lives and that starts at home".

As previously mentioned, the job fit and the cultural fit of the

Organization is highly strategic for Trafilea. All the

employees have KPIs at 30, 60 and 90 days and if there is any eventual

talent that decides not to belong to the company anymore in a shorter period

to this, a retrospective process begins both at the corporate level

as departmental to understand what happened and apply the value "Learn

fast".

Methodological framework

The selection of this case is due to the fact that Trafilea is an organization with a

digital and agile mindset that is expanding with strong spirits of

grow and empirical evidence that demonstrates the support of the market and of the

final consumers.

The objective sought is to show the importance of the

observation, analysis and considering not only the natural behavioral profile,

but also the adapted one.

The information described was obtained from interviews with Paula

Antonelli, People Director of Trafilea, who shared processes, ideas,

experiences, and confidential studies that support the profiles

constructed and selected values.

General conclusions

Implementation of compatibility against positions for leadership roles

and growth marketers, in development and promotion plans.

Application of competencies with the cultural fit of the organization.

Use of job fit for analytical and commercial growth marketer profiles.

Optimization of recruitment processes.

Provides added and defining value in decision making.

Greater understanding of behavioral profiles and behaviors of

their collaborators.

The Assessment should be used as part of a recruitment process

of which other tools are a part, should not replace the interview
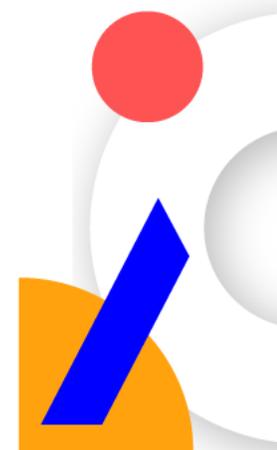
technique or experience.
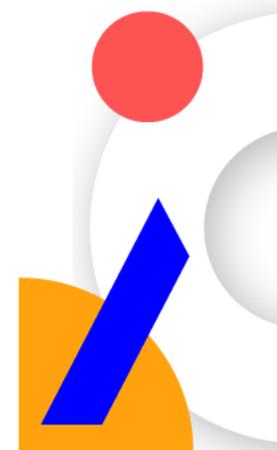
Importance of taking into account the modification of the profile (natural to the

adapted) and its intensity. In case of inconsistencies or

points that stand out, you go to an instance of conversation with the

candidate despite the fact that there is a fit with the leader and culture. It seeks to remedy the

doubts that may arise in the Assessment.

The description of each competence should be analyzed in depth as

part of a total and not just the final score because the tool does not

detects lies (if irregularities that indicate low profile consistency)

Trafilea detected the existence of external variables that could cause the

a highly compatible candidate is not suitable for the job despite the fact that

his position and behavioral profile were a fit. For example: work environment, tasks

assigned, personal life of the candidate, relationship with his leader, among others.

Next steps

From the construction of the profiles, updates and

validations of the existing archetypes by Trafilea, as well as to the

Growth Marketer avatar creation. In addition, Trafilea will carry out

training for TAs and Managers on how to use the reports and

avatars to find the perfect candidates for Growth positions

Marketer.

- PDA has worked closely with Trafilea since its origins. We are

proud to be able to contribute from our place to its growth

exponential.