

Growing a Great Team in Dublin

How US FDI technology companies establish their Dublin operations



INTRODUCTION



This report was produced by analyzing the hiring data of emerging FDI technology companies who set up new Dublin operations with an Engineering and/or Sales focus and then applying our own experience in helping FDI companies grow locally.

The outlook is hugely positive - you can grow quickly, the team you hire will commit to you, D&I balance is becoming attainable, and the local ecosystem of global technology companies has created a skilled talent pool that is seeking new career challenges and opportunities.

While this research is aimed at the HR and Talent stakeholders in FDI companies who are establishing a Dublin operation, we encourage those organisations and agencies who support and enable emerging FDIs set up here to use the analysis to reinforce the attractiveness of Dublin as a choice of location

Report Coverage

- The Stages of Hiring
- The Race to 30
- The Network Effect
- Achieving Gender Diversity
- Strength through Stability
- Conclusion



The Stages of Hiring:

1. Seed
2. Core
3. Grow



SEED TEAM

Responsible for transferring your culture and values in a local setting



CORE TEAM

Brings together the skills and experience that becomes the foundation of the Dublin operations



GROW TEAM

Builds on the foundation and draws together the talent that drives the Dublin operations to success



1. Seed Stage

HIRING PRIORITIES

Companies need to identify the right Site Lead to build the company and culture

Alongside this, companies target some critical initial Senior Individual Contributors which depends on the nature of the office and company

SIZE OF TEAM

75% of emerging FDI's set up a Seed team of 2-3

EXPERIENCE

Site lead: 11+ Years
ICs: 5+ Years

US TRANSFERS

25% of FDI's have brought US employees into the Seed Stage

OUR VIEW

Successfully transferring your culture and values is critically important as it helps you identify and hire people who are aligned with and will thrive in your organisation. There is an emerging trend where companies are transferring US staff to accelerate the understanding and adoption of the culture and values



2. Core Stage

HIRING PRIORITIES

As the company established itself in Ireland the management team starts to be formed across the different functions.

In tandem, more capacity is built with less experienced hires joining as individual contributors

SIZE OF TEAM

85% of emerging FDIs have a Core team of 5-8

EXPERIENCE

Managers: 8+ Years
ICs: 5+ Years

SOURCES

~75% of hires come from larger established FDIs such as Salesforce, LinkedIn, Hubspot etc.

OUR VIEW

Hires at this core stage are integral to the continued success of the company in Ireland. It is imperative to hire both for aptitude and attitude and find those people who want to come in and get their hands dirty.

The local existing FDI ecosystem is providing skilled talent who are seeking career development and new opportunities.



3. Grow Stage

HIRING PRIORITIES

With the company firmly established and starting to scale more aggressively we see a diversity of hiring across levels.

This is where strong networks and talent referrals plays a key role in attracting hires in a highly competitive environment.

SIZE OF TEAM

75% of emerging FDIs have a Grow team of 13-15

EXPERIENCE

Third Junior < 3 years
Third Mid < 10 years
Third Senior > 10 years

PULL THROUGHS

Average pull through rate of 20% from those companies where the Seed and Core team were sourced

OUR VIEW

Your Seed and Core team can play a key role here and be a multiplier for success by pulling through talent from their own networks and past companies.

It is important to build the company across experience levels to create a culture and begin succession planning and organisational modelling.



The Race to 30

How quickly can an emerging FDI in Dublin expect to grow?

Reaching 30+ employees is often key in establishing a local brand and hitting the first targets for the new location

OUR VIEW

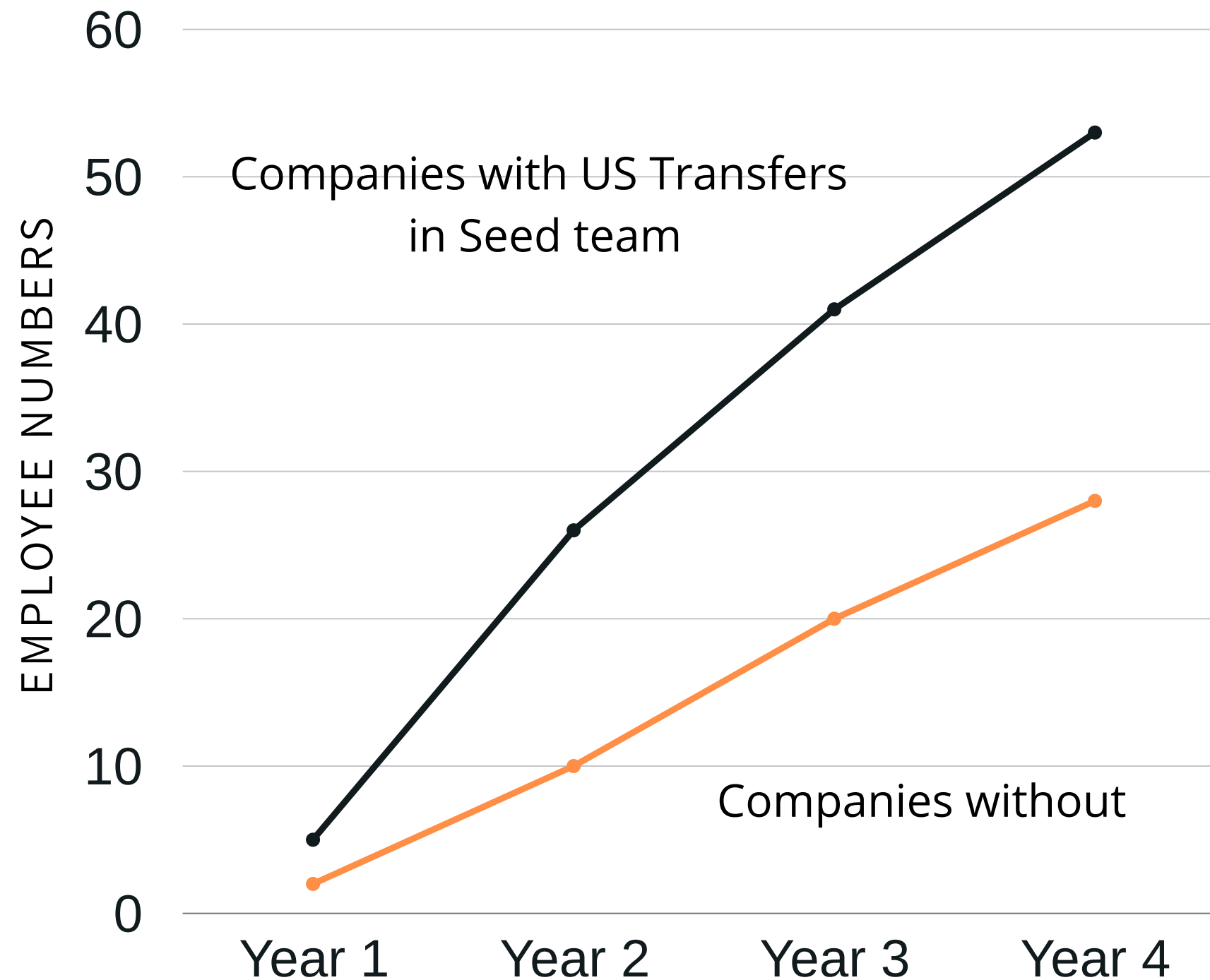
Companies who transferred US staff to Dublin to accelerate culture and values adoption seemed to have a faster growth rate.

This may reflect the effect of transferred culture as well as a demonstration of commitment and investment in Ireland

READY, STEADY, GO



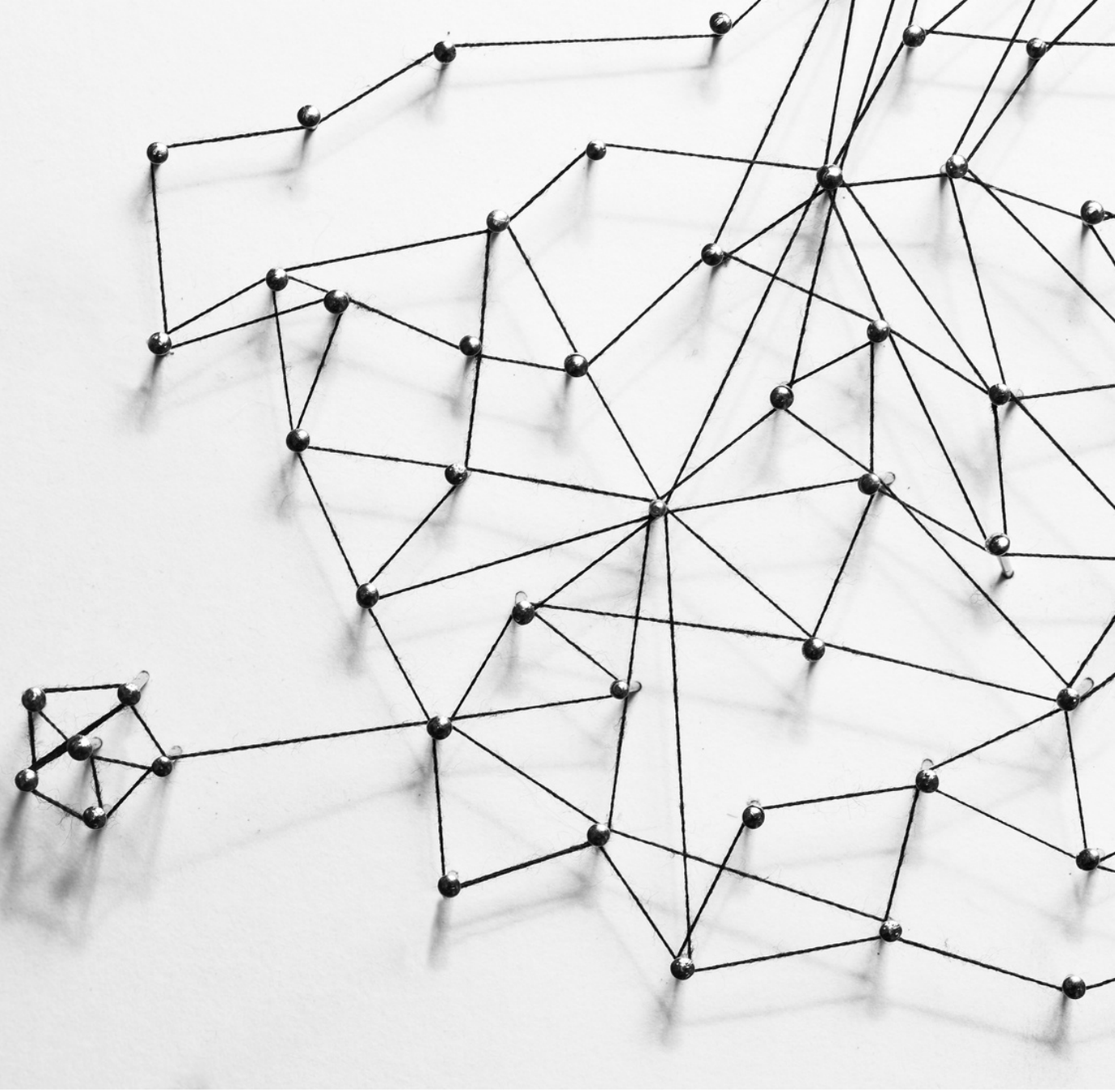
TRANSFERS MAKE A DIFFERENCE



Transfers vs non-Transfers

- Emerging FDI's who transfer US staff into their Seed or Core Teams reach a team size of 30 almost 1.5 times quicker than those who do not
- Typically, it takes at least 3 years to reach a team size of 30
- Companies have access to the talent locally and across the EU and UK to fill a complete variety of roles across company and product types





The Network Effect

OUR VIEW

LEVERAGE THE MNC ECOSYSTEM

The existing FDI ecosystem in Ireland provides core talent pool that emerging FDIs can target

STRONG PULL-THROUGH RATES

Emerging FDIs often attract multiple hires from the same companies leading to acceleration in performance through existing synergies and common understanding

BROAD AND DEEP SKILL BASE

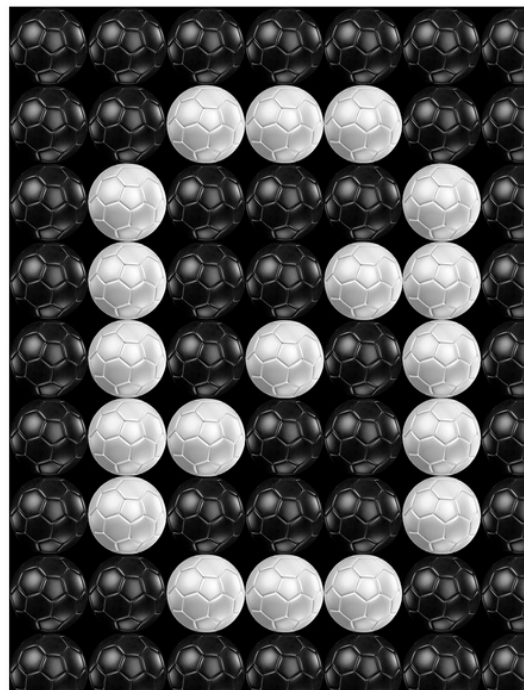
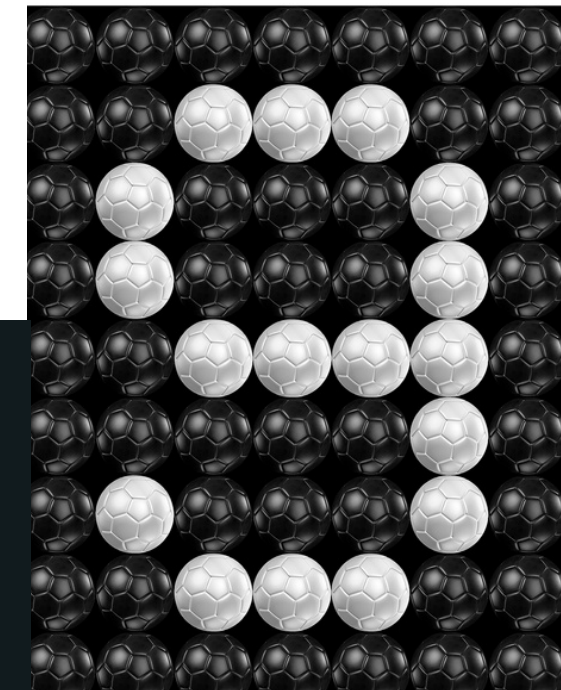
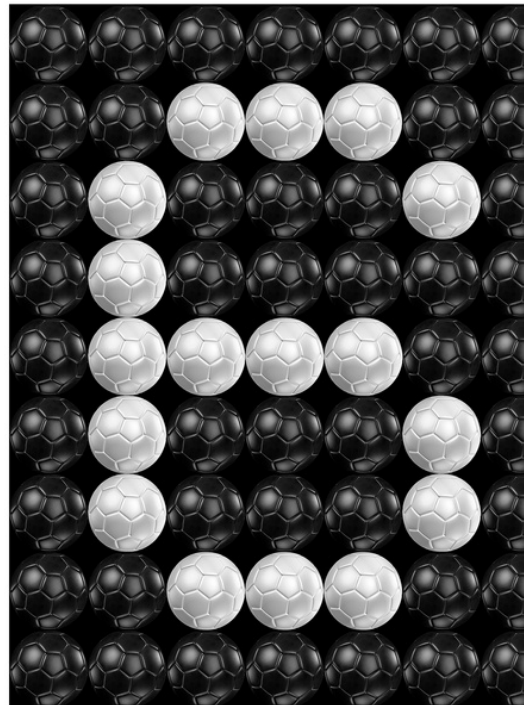
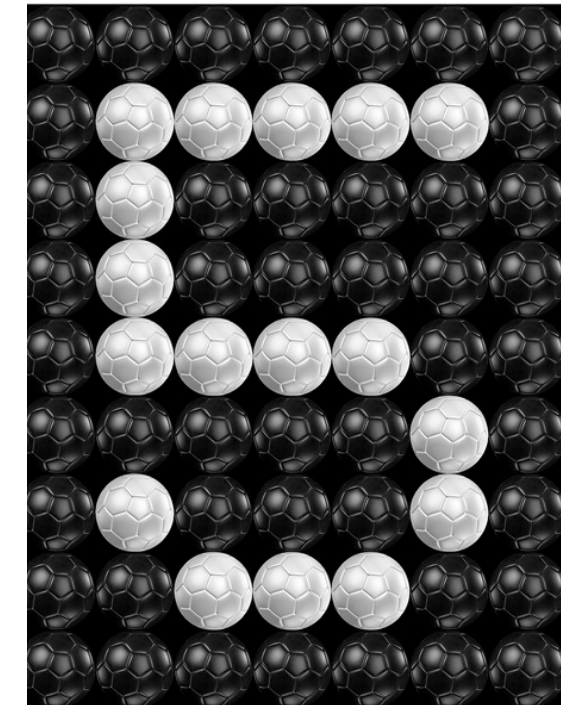
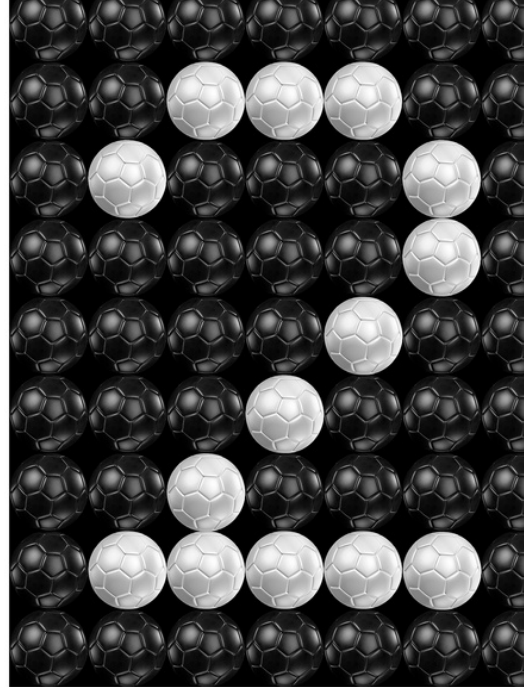
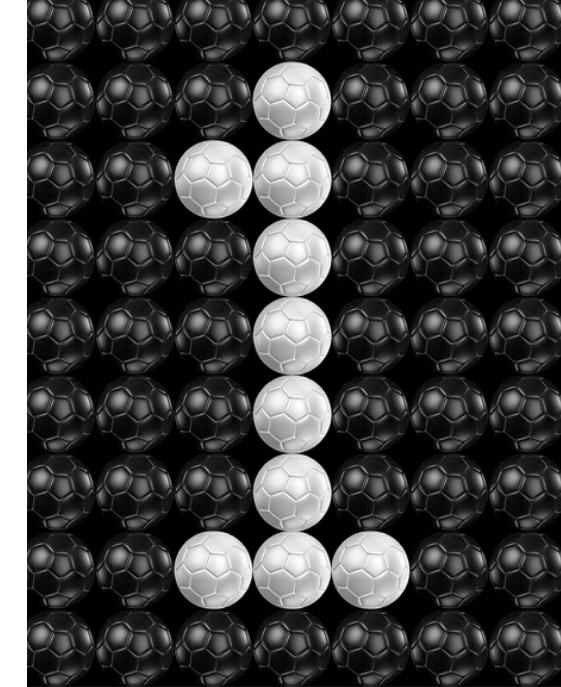
Variety of skillsets and expertise across GTM, engineering, consulting, operations and niche specialisms means companies can build their ideal model

20%

THE AVERAGE PULL
THROUGH OF HIRES
FROM THE SAME
COMPANIES AS
SEED OR CORE
TEAM'S PREVIOUS
EMPLOYERS

Top 10 Sources

ACCENTURE
LINKEDIN
SALESFORCE
GOOGLE
MICROSOFT
ZENDESK
ORACLE
WRIKE
INTERCOM
SAP





Achieving Gender Diversity

OUR VIEW

The Dublin teams of emerging FDIs exceed the industry norms in terms of female / male diversity and there is a strong trend around female leaders in companies in Ireland



Female:Male ratio per stage

Female participation in tech is normally stated to be around 25%

Emerging FDI's in Dublin are exceeding that at each stage of initial growth

SEED STAGE

48:52



CORE STAGE

32:68



GROW STAGE

41:59



Strength through Stability

BUILD ON STRONG FOUNDATIONS

OUR VIEW

FDIs can have confidence that their initial hires have buy-in as the Dublin teams of emerging FDIs are stable with tenure longer than industry norms





SEED TEAM HIRES

The average tenure of the seed team is 4 years



CORE TEAM HIRES

The average tenure of the core team is 4 years



GROW TEAM HIRES

The average tenure of the grow team is 3 years

Enduring Tenure

A Founders Circle survey of 25 large hyper-growth startups—including a number of “unicorns,” or private companies valued at \$1 billion or more—found that one-in-four of their employees leave in a given year.

That attrition rate (25%) is roughly double the overall industry attrition (13%), as reported by LinkedIn. It translates into an average employee tenure of just 2 years

In contrast we see consistent tenures in Irish FDIs over 3 years allowing businesses to plan for the future



Conclusion

Ireland offers FDIs a great platform for growth. Alongside the highly educated workforce and access to the UK and EU, our talent make up supports FDIs in the skills and experience they possess, their attraction and commitment to new companies to the market, the gender and demographic breakdown and track record of success.

EMBEDDING YOUR CULTURE IS CRITICAL

FDIs can achieve buy in by embedding their culture and showing commitment to Ireland

YOU CAN GROW QUICKLY

Emerging FDIs can reach 30+ employees within 3 years and access the skills they need

BROAD RELEVANT TALENT POOL

Emerging FDIs have a strong talent pool to tap in to from companies already in place

POSITIVE GENDER DIVERSITY TRENDS

FDIs can reach diversity targets based on the market demographics

GREATER TEAM STABILITY

Companies can plan into the future given the strong tenure typically displayed





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