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FFE Ockham Case Analysis: Team Dy...

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FFE Ockham Case write-up

By: Maurice van de Water (2711645)

Question: "What's your assessment of Ockham's founding team when viewed against the three team success factors (relationships, roles & rewards) suggested by Greene (2020)?"

Relationships

Ockham's team is mainly built on interpersonal relations, it consists of four members who are all familiar people to the co-founder of the company: Triandiflou. Having a team based on interpersonal relationships has some advantages such as high trust level, low search costs and similar goals. These are three factors that overall enhance the company in being successful. On the other hand, having these kinds of relationships within a company can also lead to some disadvantages such as team members having the same experience and skills. Fortunately, this is not relevant for Ockham because all the members have a different experience and specialized skills. Greene also mentions that spousal teams are often successful because it hides sexism. Ockham's team consists of four men and therefore less likely to be successful. Another requirement for a successful start-up is separating business and private. Ockham seems to succeed for this requirement since Triandiflou and Ken are still good friends even when Ken does not want to fully commit for the company. Overall Ockham's team is built correctly because it consists of interpersonal relations which is often a successful recipe

team is built correctly because it consists of interpersonal relations which is often a successful recipe for a start-up

Roles

The allocation of roles is crucial for a company. Ockham's team consists of four different roles: CEO, COO, product manager and leader of development. Having the right set of balance and skills is important for a company according to Greene. All the four team members have their specialized skills and diversity in experience and are therefore well balanced. Triandiflou being the CEO is also the right choice in my opinion since he came up with the idea, put in the most effort and has strong strategic skills. On the other hand, a disadvantage of having only one CEO is that it discourages trust and cohesion amongst the company. This can lead to conflicts amongst the company like later in the case where Mike says Triandiflou takes the most important decisions by himself and does not include Mike. Such conflicts can be fatal for a company.

Rewards

The equity of Ockham is not split up equally: 50% for Triandiflou, 30% for Mike and 20% for Ken. All three members do not have the same stake in equity, which can lead to the discouragement of cohesion and commitment. But in the situation of Ockham, it is understandable that equity is not split up equally. Like Green mentions in 7.4.3. it is wise for a company to decide on equity splits when roles, individual contributions and commitments are clear. These three aspects are not equal amongst the team members. For instance, Mike and Triandiflou have given up their jobs for and are fully committed to Ockham, where Ken did not want to fully commit to the company and keep his job at KPMG. Therefore it is understandable that Mike and Triandiflou have a higher stake in equity (50% and 30%) then Ken (20%). Besides, Triandiflou is the CEO and contributes the most to the company because he built the team and was a co-founder of the company, which makes the 50% stake he has logical. Overall the equity split of Ockham is done well and in line with Greene's theory but the fact that equity is not equal for each team member can lead to problems for the company in the future such as different motivation levels. Ockham has to watch out for this.

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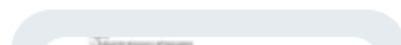


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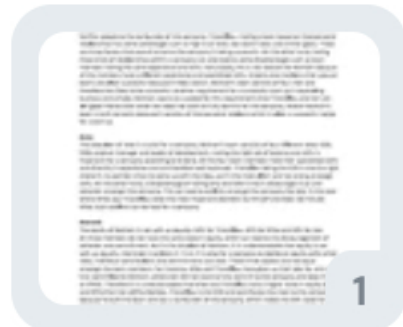


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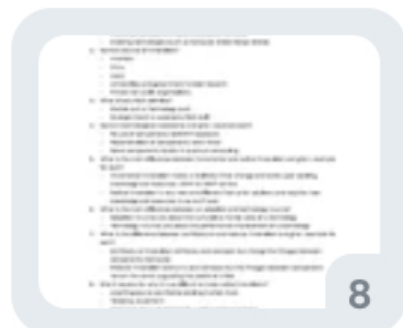


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