



CONTEXT

Churn and confusion.

Saba Software is a global vendor of SaaS HR and learning software. Once a leader in its space, Saba has recently struggled to compete due to a **lack of innovation** and an **aging, bloated product UX**.

In early 2017, Saba acquired Halogen Software, a Canadian HRMS vendor, bringing Halogen's UX team into the Saba product organization, which previously only included UI designers.

Despite initial excitement about this new function, cultural differences between the two organizations led half of the former Halogen team, including the leader, to leave the company by the end of 2017.

The remaining combined team was **demoralized by** attrition, post-merger challenges, and a lack of impact and cohesion. I joined Saba in early 2018 to help turn this situation around.