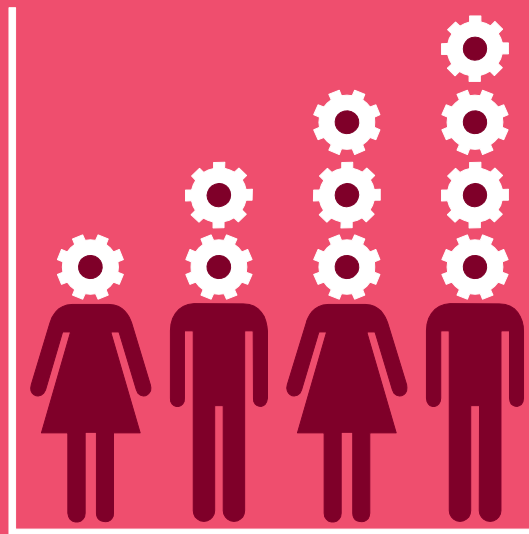


Grow your team? *Know how.*

With funding from Austria, we helped DigiRay a Romanian maxillofacial imagery centre, to increase productivity by developing its human resources infrastructure, engaging employees and improving performance management.

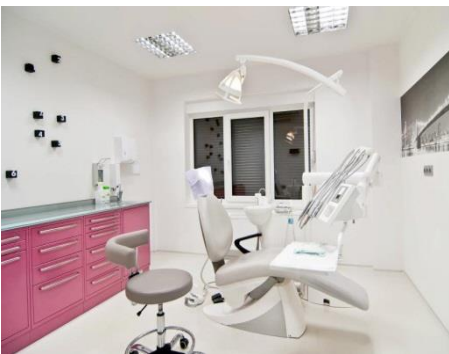


Maxillofacial imagery centre, Romania

We helped DigiRay (www.digiray.ro), a maxillofacial imagery centre from Romania, to identify and implement measures that improved employee engagement, performance and productivity, and helped increase the number of daily patients by 69%.

Cristian and Anca Pop founded Clinica Dentara SRL as a family business under the DigiRay brand, in Zalau, in 2008. Building on Dr. Cristian Pop's experience as a dentist in a private practice, the centre was set up in response to the growing number of patients and the increasing complexity of their dental care needs.

DigiRay invested in state-of-the-art medical equipment to offer a wide range of medical services, including 3D imaging and dental computer tomography, all of which were scarce in the local market. Over time, DigiRay opened three more centres in the Transylvania region, but the rapid growth put a strain on the company's structure, human resources, and management. Eventually, it led to employee dissatisfaction and a general slowdown of the business.



By investing in a growing team, DigiRay improved its business performance and expanded into new markets.

To solve this problem, DigiRay decided to improve the company's performance by investing in its main asset: the team.

We connected the company to Danis Consulting, a local consultant specialising in organisational development. The consultant:

- Worked with management and staff to identify core values and translate them into a Code of Conduct.
- Built a database of employees and collaborators to be used as an HR tool.
- Developed a management guide and an action plan for organisational improvement.
- Drafted a team development plan.
- Designed a new performance management system based on objective criteria.
- Outlined a new internal communication system
- Delivered two HR workshops to fast-track implementation.

One year after project completion, the company's business performance has improved significantly. Changes in the company mind-set and increased employee motivation have raised service quality and allowed DigiRay to open two new centres.

"This project was a helping hand at just the right time," said Dr. Cristian Pop. "By restructuring the decision-making process we, as managers, can focus on long-term strategy and development."

This means further expansion in the region and more innovative services – all with the help of a stellar team.

www.ebrd.com/knowhow
knowhowromania@ebrd.com

Turnover
+50%

Employees
+37%

Patients per day
+69%

Total project value
€10,540

Client contribution
€6,290