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Rightsizing in an Organization: With special reference to current Covid-19 and post Covid-19 Scenario

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ABSTRACT

The study explores and tries to examine the concept of Organizational Rightsizing and the great significance & importance it holds. To achieve the aim of the paper a special reference to current Covid-19 and post Covid-19 scenario was also made in this study trying to understand the significance of rightsizing during the same.

The study was guided by 14 research questions and 3 research objectives. A case study analysis as well as interview of an business organization was conducted in this paper so as to achieve the objectives of the paper and either confirm or negate the hypothesis laid down in this study.

The findings of the paper suggests that the current covid crisis as well as post covid crisis calls for the need of organizational rightsizing. It reveals various strategies, methods and techniques which must be utilized by business organizations in order to implement the procedure of rightsizing effectively as well as efficiently.

The study can be used by organizations helping them in understanding the significance of organizational rightsizing during the current covid crisis as well as post covid crisis enabling them to carry out rightsizing in the most effective and efficient manner by following the strategies suggested by this study.

Keywords: Rightsizing, Restructuring, Reorganizing, Right-Sized, Organization, Business, COVID-19, Post-COVID, Strategies of Rightsizing, Methods of Rightsizing, Business Environment, Adaptation, Dynamic Business Environment

I. INTRODUCTION

One thing that always remains constant in business management is that it doesn't remain constant. Business entity is dynamic where management practices keep on changing according to the need of the time. The very first thing we learn in theory as well as in practical business world is that the business environment is never stationary. It keeps on changing no matter what

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making trends in business inevitable.

Current practices of management which may be regarded as best may become absolute with the flow of time and new ideas and ways may appear. A business may be at the top of the leader-board in the current time but may come toppling down, crash and burn due to any external force an emergency may pop up completely changing the business environment with a complete overhaul.

Business environment can change due to innumerable factors including but not limited to entry of new competitor, change in preference or even a global crisis such as recession in the economy and there have been many instances where a company either failed to identify these changes or was not able to adapt to survive in the changed environment.

Google's Orkut failed to adapt when a new competitor Facebook entered the market. While Facebook kept on adding new revolutionary features, Orkut did nothing to adapt, stood with its old ways and even marketed that their basic functions is what makes it a classic. Ultimately because they didn't **adapt** they crashed, burned and ultimately shut down. (Debbarma, 2016)

Moving against this trend in the business environment and sticking to the old ways without any modifications in the business working, taskforce, objectives, focus, and ideals will lead to destruction of business.

But moving with this change i.e adapting with the business environment is the key to success and in the world of management, the leaders of the organization be it the CEO, the COO, the Director, the HR Manager or the supervisor, everyone must possess the skill to adapt in the best possible way for the best possible outcome.

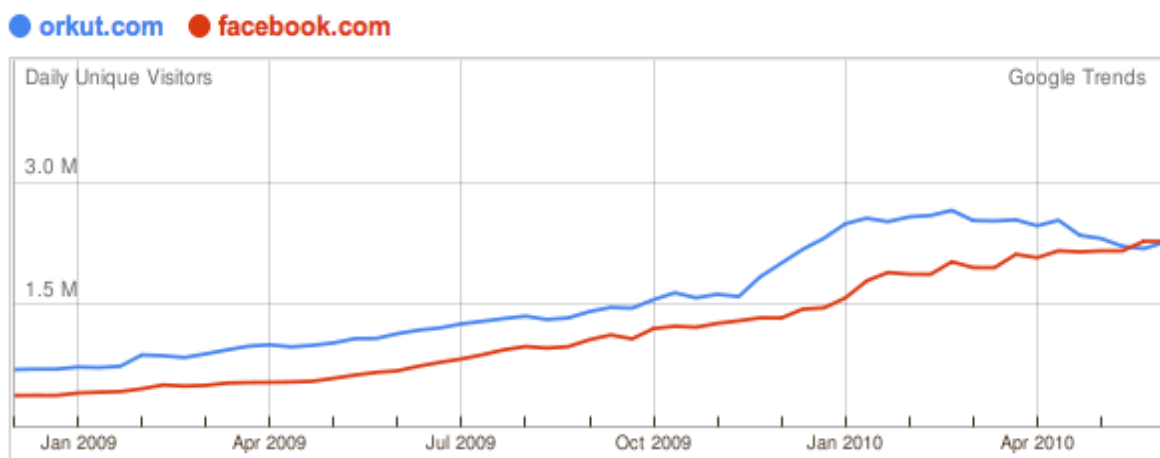


Figure 1

Source: *Case study: Reasons why Google's Orkut failed after Facebook was launched*
(Debbarma, 2016)

Thus, in today's world of modern era where the world keeps on constantly changing, every organization and its leader needs to adapt and take tough decisions because changes in the market conditions, fluctuations in the consumer preferences & customer trends, global crisis and "pivoting internal goals" which results in complete overhaul and change in the human resource strategy.

These leads

- to changed organizational goals,
- changed objectives,
- changed organizational focus and,
- changed approach to achieve them.

To meet these revised objectives, focus and goals, the organization will have to layoff employees, hire new employees, close down departments, set up new departments and shift existing staff to new roles.

When this entire process is done strategically in order to meet the revised goals, focus, vision and objectives of the organization, it is known as organizational rightsizing. Rightsizing is basically a process where an entire organization is restructured and reorganized so as to

- make it of right proportion, and
- of right size, comprising of specific employees
- of exactly right amount and of exactly right skill

which is required by the organization to meet its revised goals and objectives.

In the present time also, COVID-19 has caused a significant change in the business environment in a form of global crisis. This pandemic has indeed caused "unprecedented trauma" for the people entire world but people's health is not the only crisis this pandemic has created because economic fallout caused by COVID-19 is equally painful. The business environment has been affected to a significant level creating yet another instance where business needs to adapt.

It is the natural instinct for businesses to focus on short-crisis managements and utilize the short-term methods such as downsizing to survive which is very tempting. But this will only result in temporary relief and long-term repercussions are inevitable.

While the Covid-19 pandemic hits and reshapes companies, industries, national economies, and our society in previously unthinkable ways, business leaders need to think long-term i.e

beyond survival to the opportunities this crisis might create enabling the organization to not only survive in the pandemic but also thrive in it. (Fernández-Aráoz, 2020)

The current COVID-19 and Post-COVID-19 scenario is the perfect opportunity for an organization to Rightsize because many companies are looking for short-term solution and continuously laying off employees and conducting downsizing only focusing on cutting off cost as a result the pool of available talented employees is not only increasing but also continuously expanding and it is only through Rightsizing an organization can utilize this opportunity by instead of being irrational due to shortsightedness, being calm, thinking of a long term endgame and invest in the right talent.

By doing so an organization lays down the ground work of not only recovery but also continuous growth during crisis as well as post-crisis while other organization struggle to make recovery because of their “short-term cutting down cost downsizing solution”.

To put this rightsizing perspective in a form of analogy, to rightsize one’s organization means “bringing in architects to plan the new building even as the firefighters work to save the old one.”

Fundamentals of Rightsizing



Figure 2

Source: ("Right-sizing your cost base for COVID-19", 2020)

Amazon is one organization which seems to understand the perfect opportunity of rightsizing as because instead of laying off workers it is going through a hiring boom hiring a total of 1,00,000 workers in US alone in the COVID-19 pandemic.

It instead of short term cost cutting techniques opted for rightsizing by shifting its focus, goals and objectives by postponing its highest grossing event 'Prime Day' and diverted its resources elsewhere. (Stych, 2020)

To adapt to a change in the business environment in the best possible way so as to survive, recover and thrive, an organization needs a proper plan of action. Therefore, the main aim of this paper is to study the concept of Organizational Rightsizing and explore the great significance and importance it holds.

Additionally the paper also aims to conduct a study which establish a clear cut the reason for why in the current times of COVID-19 pandemic as well as Post-COVID-19 scenario it is the best time and opportunity for the organization to instead of thinking for the short-term look in the long end game and opt for the organizational rightsizing and demonstrate the how this process in an organization can help it to survive the pandemic while at the same time recover and thrive too, exhibiting the overall benefits of the same.

(A) Review of Literature

Debbarma, (2016) in his work explored the theme of adapting to changes in the business environment. He for achieving the same had conducted a case study of Orkut and Facebook so as to find out why Orkut was a failure while Facebook became a huge success.

In his study he explained that business environment keeps on changing and adopting to these changes and running with the flow of the trend is the best way to achieve success. In his case study he found out that Orkut was not able to adapt to the changes.

Facebook, a new competitor has entered in into the market changing the previous business environment. While Facebook was adapting to consumer preferences by adding new features Orkut remained idle and didn't do anything to adapt.

As a result of which Orkut collapsed, crashed & burned and was shut down by Google while at the same time Facebook survived because it kept a close watch to its business environment and adapted to all the changes in it.

(Debbarma, 2016)

The work of (Shivangi, n.d.) explains the basic concept of rightsizing. It explores that the one of the best ways to adapt ot the huge change in the business environment is to rightsize. It goes on to further explain that corporations sometimes uses the term 'Rightsizing' as a synonym of 'Downsizing' and performs the function of downsizing instead of rightsizing.

It explains that rightsizing is a completely different process than downsizing and using it as a

synonym for downsizing doesn't even serve its purpose. It lays down severe differences between rightsizing and downsizing and explains that the process of rightsizing has a wider sense of meaning and a wider scope of operation.

It explored various long term disadvantages and repercussions an organization has to face when it uses short term solution of downsizing and how these shortcomings can be overcome and avoided if only the company look at the long-term end game and utilizes the process of rightsizing instead.

It also covers the significance of carrying out rightsizing in an organization at the right time and using right methods and revealing that if the process is done wrong it can have negative effects and will do more harm than good to the organization as a whole.

It further goes on to explain several methods of rightsizing which can be utilized by the HR Managers so as to correctly adopt, implement and execute the process of rightsizing.

(Shivangi, n.d.)

The paper of Ahmed, (2019) explores that the management in business is dynamic and goals/objectives of the organization can be changed leading to restructuring of the business itself which can be beneficial only and only if right practices of rightsizing are used.

It also lays stress on how rightsizing and downsizing might be looked as two sides of the same coin but his study reveals that in reality they are actually two different coins i.e completely separate and different from each other.

While his paper does not exactly suggest the steps to carry out rightsizing in the organization, it however does reveal the best practices to use while carrying out the procedure of rightsizing essentially laying down Do's and Don'ts for the process of rightsizing in order to make the process efficient, effective and a success.

(Ahmed, 2019)

The study of (Ingram, n.d.) explores the best strategies required for carrying out a successful rightsizing operation.

It suggests that even though a company might have the best team, laid down a proper step by step procedure or are aware of the techniques and methods of rightsizing, it would still be not fully efficient or effective if best strategies are not used while implementing and executing the rightsizing procedures.

Thus, suggesting five best strategies to use while carrying out the procedure of rightsizing in the organization.

(Ingram, n.d.)

The white paper study of Khanduja & Mishra, (2012) is a case study of Anthelio Business Technologies Pvt. Ltd explaining how they were overwhelmed and in trouble because their business operations were going down.

The case study reveals that to save the business, the organization decided to use the process of rightsizing and how it saved their organization from crumbling down and suffering from severe losses.

It was revealed that using the process of rightsizing the organization was able to identify a new emerging field and changed its focus, objectives and goals due to which they had to restructure their organization which was smoothly done all because of rightsizing. Rightsizing helped the organization to re-organize the departments, employees and precious resources of the business in a perfect size necessary for achieving their revised goals.

The case study also revealed how they prevented the negative effects of downsizing by employing the process of rightsizing and reiterated the importance of long-term solution of rightsizing instead of short-term solution of downsizing.

(Khanduja & Mishra, 2012)

The work of Fernández-Aráoz, (2020) has explored the concept of rightsizing in the present scenario of COVID-19 pandemic as well as Post-COVID-19 scenario and tries to establish how rightsizing might be the best bet for the business organization to survive and thrive in this unprecedented situation of economic business standstill.

It explained that from the historical point of view rightsizing has been the best choice which only some organizations made and all of those organizations not only survived tough situations but came out on the top of the leader-boards.

It explains that the present time of pandemic tempts businesses to go for short term crisis management solution but only those businesses with vision will go for long term end game by choosing rightsizing.

It explains that in the present scenario of the pandemic while all other are using ‘either’ ‘or’ tactic i.e either downsize or hire continuously, an organization can succeed by doing both which would be effective only by rightsizing and through rightsizing only a great opportunity to recover from derailed business due to the pandemic and thriving can be seized.

(Fernández-Aráoz, 2020)

Even the Amazon is going through a hiring boom during the period where most companies are

laying off employees and downsizing. Amazon understands the great opportunity of implementing rightsizing in the current scenario and is therefore undergoing the process of mid rightsizing.

(Stych, 2020)

A study was also conducted for similar circumstances by (Gulati et al., 2010) whereby they identified which companies were able to roar out of recessions during the global crisis and what was the reason for the same.

They conducted an empirical analysis of over 4,700 public companies' performances in the past three global recessions so as to explore how they performed, which companies rose and came out of recession and what were the reasons for the same

This study replicates the current scenario of global crisis and therefore was included in the present review of literature. The findings of the study showed that only few of the companies were able to roar out of the recession period and all of them came to the top of the leader-board.

Moreover, each of those companies who were able to come out on the top had one thing common i.e. they all took the long-term approach in making organizational decisions rather than focusing on short term crisis management and downsize just to save cost in the short run.

(Gulati et al., 2010)

The work of Slaughter, (2020), "Right-sizing your cost base for COVID-19", (2020) and "Intelligent Rightsizing", (2020) basically tries to explain what is the best approach to conduct the process of rightsizing in an organization during the scenario of COVID-19 economic and business standstill.

There are certain specific key areas in an organization which must be recognized and worked upon immediately before moving on to reorganization of organizations resources. What this basically means is that the HR team must ensure that the goals, focus and objectives of the organization are revised in suiting the current scenario of COVID-19 pandemic and provides steps for recognizing the same.

("Right-sizing your cost base for COVID-19", 2020)

To formulate revised organizational objectives series of questions should be answered which will provide clarity to the organization regarding which area is best to focus the organization's time and resources. These specific questions are also explored in this study.

(Slaughter, 2020)

After the formulation of revised objectives and goals of the organization, to effectively implement the rightsizing operation in this time of covid pandemic a clear strategy must be there. This strategy includes identifying priorities of the organization and building leading capabilities by mobilizing, stabilizing the transform cost and planning the activities of the organization in the new normal.

("Intelligent Rightsizing", 2020)**(B) Research Methodology*****Statement of Problem***

The present research starts with the problem definition, and in this case, it refers to detailed understanding of the concept of 'Rightsizing' in an organization establish a clear cut the reason for why in the current times of COVID-19 pandemic it is the best time and opportunity for the organization to instead of thinking for the short-term look in the long end game and opt for the organizational rightsizing and demonstrate the how this process in an organization can help it to survive the pandemic while at the same time recover and thrive too, exhibiting the overall benefits of the same.

The existing research has covered the basic concept of Rightsizing but there is a research gap in terms of analyzing the position and power of Rightsizing in the present scenario of COVID-19 economic and organizational standstill.

Moreover, there has not been much research in India analyzing Rightsizing in COVID-19 scenario and the kind of impact it can have on Indian businesses and organizations.

There is a scope of research in this area and this paper focuses to conduct the analysis of the concept of rightsizing in India during the COVID-19 scenario so as to establish how significantly important the process is in the organization and try to establish why in this unprecedented times of COVID-19, the best approach that has to be taken is Rightsizing in order for the business organizations to not only survive the crisis but also thrive in the 'new normal' world.

Research Questions

The following topics were addressed in the paper using the series of probing research questions:

- What is Rightsizing?
- Is rightsizing and downsizing the same thing?

- Why the process of rightsizing is of so significance?
- What are benefits of rightsizing?
- How the process of rightsizing should be conducted?
- What are steps in rightsizing?
- What are strategies of rightsizing?
- What are the benefits of rightsizing?
- Is rightsizing just another term for downsizing?
- What are the differences between rightsizing and downsizing?
- Why the COVID-19 pandemic as well as Post-COVID-19 scenario is the best opportunity for the business organizations to carry out rightsizing?
- What benefit would rightsizing give to the organization in comparison to other cost cutting practices such as downsizing?
- What are the best ways to carry out rightsizing during COVID-19 as well as Post-COVID-19 scenario?
- How does carrying out rightsizing during COVID-19 pandemic as well as Post-COVID-19 scenario help an organization in surviving and thriving?

The research objectives and hypothesis which guides this study and the research are given as below

Research Objectives

1. To understand the concept of organizational rightsizing.
2. To assess and analyze the effectiveness of the process of rightsizing in COVID-19 as well as Post-COVID-19 scenario.
3. To identify effective steps of carrying out the process of rightsizing in COVID-19 as well as Post-COVID-19 scenario of economic business standstill.

Hypothesis

The proposed hypothesis for this research paper is that COVID has permanently changed the business environment and to adapt to this new normal created by the crisis an organization would also need to revamp its entire business structure. As a result organizations have to do organizational rightsizing either during the current covid crisis or post covid crisis, but carrying

out rightsizing is inevitable.

Data Collection

The method of research utilized for this research paper is DOCTRINAL research method. The choice of doctrinal method has been made because the scope of this method is wide enough to explore all the perspective related to the research.

This method requires the study to be conducted by using secondary sources such as existing research paper, articles, journal articles, etc to gather information and explain concepts for this case study.

To accomplish the objectives of this study case studies have been analyzed and explained. Moreover an original interview was conducted from an Indian Business organization which has been analyzed and correlated with the theoretical aspects of this paper so as to confirm that the working of the same in the practical real world and to come to a valid conclusion to the hypothesis of this paper so as to accomplish the objectives of the research.

All the resources which have been used have been duly given credit and the full interview can be read in the **Appendix I** of this study.

II. CONCEPT OF RIGHTSIZING

(A) Detailed Analysis of Rightsizing

In today's era of modern world where every business operates in a dynamic business environment which continuously keeps on changing and every business needs to adapt to these changes in order to survive leads the business organization to constantly take various business decisions.

When the organization is going through a growth period, this tempts the organization to keep on expanding the business to capitalize on the profit earning opportunity leading to additions of new personnel, new equipments and even new departments which serve the immediate needs of the organization in the growth cycle of the organization.

In doing so company is able to benefit from the short-term capitalization of opportunity but may also result in addition of unnecessary employees or departments which serves no role or purpose in the overall organization's goals or objectives.

On the other end of the spectrum during crisis when an organization is suffering huge losses and nothing seems to be working in favor of the business, organization tends to layoff the employees and closing down departments and shrink their organization's size so as to cut cost

and survive.

Business organization in order to achieve their goals and objectives needs to have a proper size and right skilled employees at all the right places and positions within the organization and both the above scenario poses a difficult challenge to the organization because the in both cases the company's size, shape, working, objectives and goals are drastically changed leading to long term repercussions.

Thus the process of organizational restructuring and reorganizing of business by cutting cost, revising organizational goals & objectives, laying off employees, hiring new employees, closing down departments, setting up new departments, training existing employees for new departments and shifting existing staff ensuring right person is at the right position within the company, is needed within the organization.

When this process of reorganizing and restructuring is done strategically in the whole organization molding the company properly to achieve the revised goals and objectives of the organization ensuring the survival and long term benefits to the company is known as 'Rightsizing'

The primary goal of rightsizing is to get the organization molded to best shape and size properly by paring down workforce and reorganizing the entire management so as to find the optimum staffing level, ensuring right skilled employee at the right position for increased cost-efficiency and productivity.

At the surface level the process of rightsizing just seems to be like another term for downsizing. They both appear to be the same process however, Contrary to popular belief; organizational rightsizing is not a mere friendly synonym for downsizing.

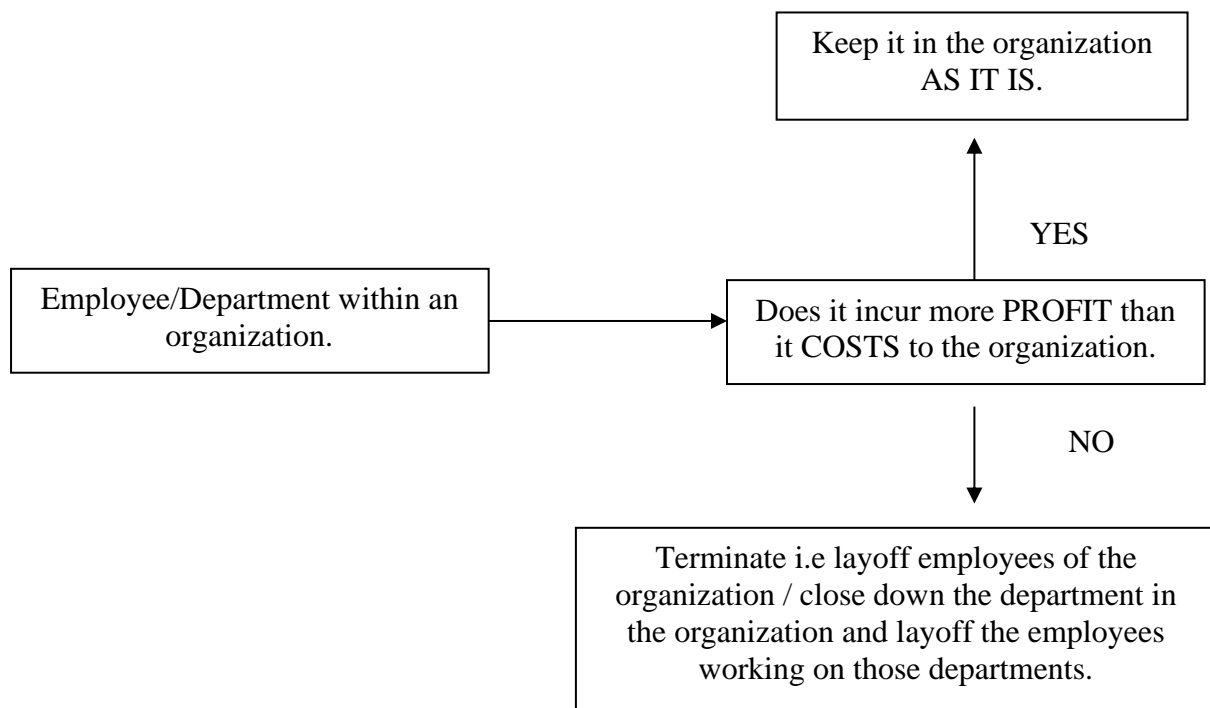
Understanding the concepts and grasping the differences between the two i.e rightsizing and downsizing is critical for any organizations that want to focus on strategic workforce planning and make the best decisions for their company because while the two concepts are related to a great extent having some similarities, they are completely different in terms of, strategies, focus, objectives, methods and overarching endgame goals.

Downsizing indeed caters to the short-term objectives of crisis management by cost cutting but has long-term fatal repercussions which the company has to face and does more harm to the organization in the long run than good done by it in the short run. Whereas Rightsizing is a all round solution which not only cater to the short term needs of the company but also focuses on long term end game benefits to the company which enables the organization to not only survive short term crises but also grow and raise to the top.

Downsizing has a short-term view and provides a short term solution to the organization. This short term thinking has a very narrow scope of benefit to the organization. Downsizing is just a one-time event as a response to any emergent crisis often taken during economic downturns which disrupts all the on-going activities of the organization bringing the business to a standstill because all the work which has been done till now is caused to be undone by this process.

Downsizing is a straightforward process in which the capacity of the workforce/taskforce is permanently reduced through termination i.e by reducing the number of employees working in an organization by laying them off or completely removing a particular department from the organization with the sole objective of cutting the organizational cost.

Downsizing has no personal relation with the employees and it does not care for whether the employee is skilled, whether the employee is a great talent, whether the employee has great potential or how smart the employees are. The only thing it cares about is labor reduction to cut cost. The flow chart below explains the entire process of downsizing.



Therefore, since downsizing doesn't include any other variable, organization as a whole suffers adverse effects because it loses the collective talent and experience of the employees which are let go and as a result of laying off causes survivor syndrome to the employees who are left in the organization leading to the feeling of job insecurity and a sense of fear within the organization hampering the overall organization leading to more harm to the company in the long run than the benefit received from downsizing in the short-term.

The process of rightsizing in contrast is different from the process of downsizing as unlike

downsizing, rightsizing has a long term view for the organization. It is not just a one-time event which is just a response to a emergency situation.

It is a continuous activity in which a company invests its time and resources and thereby has a very wide scope. It provides solution to the organization which not only serves to the short run needs of the company but also provides huge benefits to the organization in the long run endgame.

Rightsizing is about more than reducing the number of employees. It forces an organization to re-evaluate its business processes and rewrite its business plan accurately according to the current business status and opportunity. Overall, it's about getting the organization to the *right size* to make the workforce more efficient enabling the organization to achieve its new business objectives and goals.

This process no doubt includes job cuts and laying off of several employees but in addition to it also includes hiring of new employees of new skills & talent, setting up of new departments, training the existing employees for acquiring new skills, identifying the employees having different skill-set and shifting of existing employees to new roles to take full benefit of their expertise of that role.

Since the whole point of this process is to mold the organization into a right scale and of right size the end result may also end up being addition of new layer of management or decreased scale & size of the organization or even increased scale & size of the organization meeting the new level of expertise and skills required to accomplish new & revised goals and objectives of the organization.

Overall the process of rightsizing requires continuous planning of workforce so as to ensure that the restructuring and reorganizing of the organization is a success and the same can be explained by the figure below.

Thus, rightsizing includes all the variables present in the organization while deciding the proper plan of action. It instead of focusing on cutting cost and blindly laying off employees also gives heed to the skill and talents of the present employees and how they can be useful in the revised objectives of the organization. Moreover since rightsizing also involves the betterment of the existing employees it is able to outweigh and overcome the overall the negative effects of rightsizing.

Workforce Planning Model

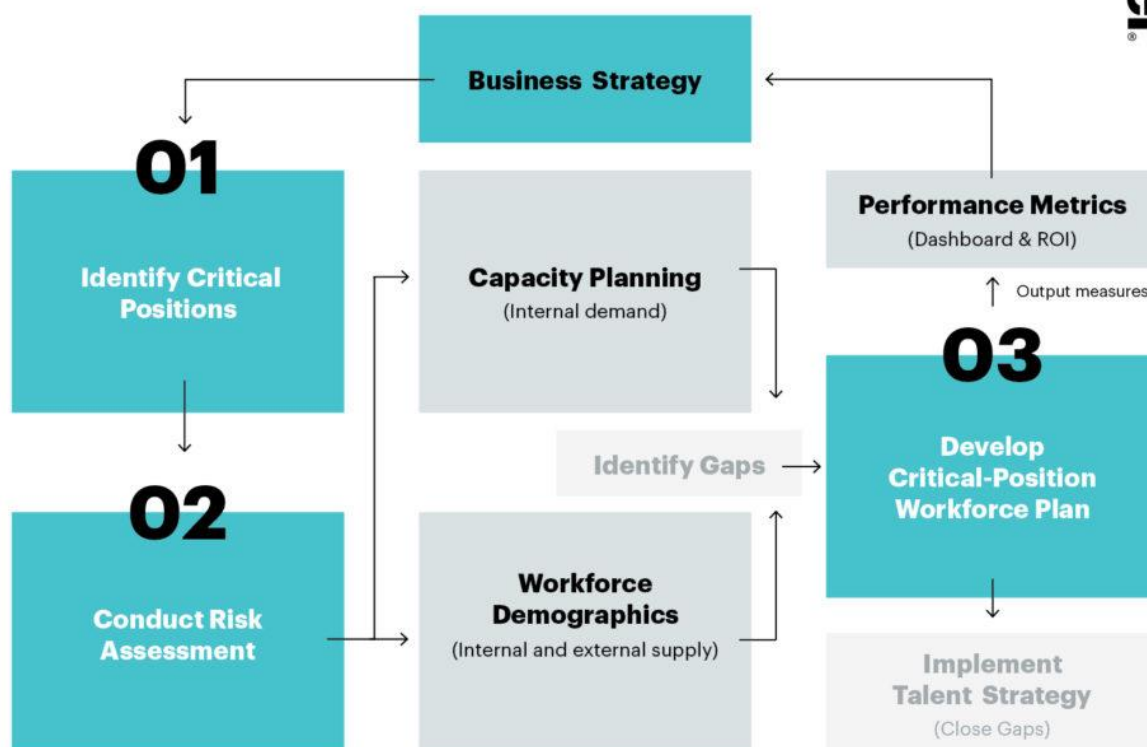


Figure 3

Source: *Right-Sizing the Workforce for a New Reality* (Slaughter, 2020)

Therefore, an organization must never believe that the processes of downsizing and rightsizing are the same or that they are synonyms of each other. Additionally, an organization must also never get confused between the process of downsizing and rightsizing because the end goals and the methods of achieving those goals of both rightsizing and downsizing are completely different. If a company does mistakes rightsizing for downsizing, the entire organization will suffer and will face negative repercussions which will cause great losses to the organization.

(B) Significance of Rightsizing

Sub-chapter 1.1 above has in great detailed the working of the concept of rightsizing and how positively it affects the organization as a whole. But there are few specific pointers which reflect the high significance of rightsizing in an organization.

The following are the points which reflect the significance the process of rightsizing holds in an organization:

1. Rightsizing managers know where things are headed, which help them in making more effective hiring decisions and provides direction for training/retraining current

employees who want to learn new skills to prepare for the future.”

2. Rightsizing help the managers to know their priorities and provides them a better chance to create an organization structure that is conducive to success.
3. Rightsizing help the management in taking the decision in relation to how many people and efforts are required for any set of activities. It provides the staff profile and resource plan as an outcome i.e. the information regarding how many personnel are required in each area in organization is provided by the rightsizing.
4. Rightsizing has a wider scope which enables the organization as a whole to look for the long term endgame which benefits the company not only in the long term but also solves the problem of crisis and uplifts the company ensuring that the organization meet its revised & new objectives and goals.

(C) Methods and Strategies for Rightsizing

The methods of rightsizing basically refer to the techniques which are available with the organizations enabling them to carry out the process of rightsizing. These methods/techniques are as follows:

1. RATIO ANALYSIS

Ratio analysis is one of the most common techniques of organizational rightsizing which is efficient, effective and take less time to implement. This method explores the span of control in the organization.

Span of control is basically the capacity of the manager or superior to control a specific number of subordinates. Identifying span of control gives you the amount of employees which can be trained, supervised and effectively controlled by a manager who with the help of his subordinate employees achieves the organizational goals and objectives.

After identifying the span of control, ratio analysis is used for identifying the right span of control for every position in the company which reveals the exact numbers of skilled employees needed for every department in the organization. Some departments may need high number of workers, some might need low number of workers or some even might not need any worker according to the revised goals of the organization.

The last step in this method is to compare the employees actually employed in each department with the required numbers and carryout the restructuring and reorganizing to match the required number of employees by hiring, laying off, shifting existing employees or any other means.

2. ACTIVITY ANALYSIS

This method observes and studies the activities of the employees and how much time these employees spend on these activities. In doing so observation method is used for studying the activities of each employee.

In this method a study is conducted on what are the skills of an employee, what work is that employee assigned to do, what is the actual job that employee is doing and is that work contributing towards meeting of organizational goals or not. This will help in identifying the actual jobs and activities which are needed to be performed in an organization. Moreover when the actual job needed to be performed is found out this method can also be used to identify which of the existing employees have the right skill and expertise to do that job.

Thus, this method provides accurate information on not only the optimum number of personnel in the organization but also accomplishes the organizational goals by identifying and deploying right person with right skills to right position in the organization.

3. HYBRID METHOD

This method is the combination of Ratio analysis method and activity analysis method. It combines the attributes of both methods and is highly effective but also takes more time to be implemented in an organization than ratio method or activity method.

Basically first the required span of control is identified in the organization and comparison is made to identify the required change necessary for meeting new & revised organizational objectives. Then at this point no corrective action is taken but instead activity analysis is conducted which reveals which employee should be doing which jobs.

This information is combined which narrows down the required changes to be made in the size and scale to the exact number while at the same time providing necessary information necessary to preserve existing talents and shift them allocating right person at the right position within the organization, laying off non-productive employees and hiring of new skilled employees so as to successfully restructure the organization.

No matter which of the above method is used by the organization to undertake rightsizing a proper strategy is necessary for its implementation. Rightsizing is not immune to adverse effects and if implemented poorly can do more harm than good. It must be implemented as a strategic tool and such implementation must be done with the help of best possible rightsizing strategies enabling the organization to optimize its workforce while at the same time avoiding all the adverse effects which it may carry with itself.

The first and foremost strategy is to before starting rightsizing in the organization, revisit the goals and objectives of the organization, review them and revise them formulating new goals and objectives of the organization. This is essential because business environment keeps on changing and adaptation is must. The revision of goals allows the organization to adapt to current or future change in the business environment. To achieve this, the organization should carry out an organizational audit which will reveal whether the organization already have right people with right skills or does it need to hire more, layoff un-productive employees, etc.

The second strategy which must be used while implementing rightsizing is to focus on performance optimization. The decision to layoff current employee, hire new employees or shifting current employees' roles must be solely based solely on capacity of the employee to optimize his or her performance so that right person is employed at the right position in the company. The organization must see their employees as a resource and not as a means of profit. This strategy ensures there is least possible attrition among employees.

The final strategy which should be used while implementing rightsizing is to make all efforts for smoothing the transition. The employees' who had been laid off should be well informed about their termination well before so they have sufficient time to search for another job. Moreover a special day should be dedicated to all the employees on their last day of work and all should be provided with a good letter of recommendation.

All the efforts should be made to ensure the layoff is least painful as possible. On the other hand the new employees which have been hired must be made aware of all the policies and working of the company along with making them familiar with the existing employees on a personal level so as to facilitate smooth transition from old organization to new reorganized, restructured and rightsized organization.

III. ANALYSIS OF CASE STUDY

To better understand the concept of rightsizing, its significance and how well the concept can benefit an organization in the practical world let's look at the case study of Anthelio Business Technologies Pvt. Ltd who were overwhelmed and in trouble because their business operations were going down.

In 2012, Anthelio was in a dire state. Its business was down and everything its current objectives and goals were not able to revive the organization. Anthelio therefore decided to study the business environment and adapt to it enabling it to grab opportunities which will lead to the growth and revival of the organization.

They thereafter decided to undergo organizational rightsizing and convert this threat into an opportunity by revising their business focus, goals and objectives to build specific domain expertise and help clients in meeting with the challenges in the healthcare IT industry.

In order to achieve the new and revised organizational goals, it needs to reorganize and restructure the organization (i.e carry out the process of rightsizing) and the first step in this process is identifying the right size and right scale of operation the organization needed to be operated at. This would enable Anthelio to identify the exact amount of rightly skilled employee is needed and in which position they are needed.

Following the procedure, Anthelio decided to close its “PFS (Patient Financial Services)” and focus its business processes and resources in healthcare IT sector. This essentially meant was that 80 employees were to be reduced as a result of which the organization was hanging by a thin thread because restructuring at such a level includes very high risk of:

- High Attrition within the organization
- Offer-dropouts from new talent
- Increased time for Recruitment-cycle negatively affecting the brand image of the organization
- Breach of physical as well as data security in the organization
- Legal suits from terminated employees
- Negative impact on existing clients and existing deals
- Loss of great and skillful talent
- Negative impact on resource re-hiring in future due to shortage of talent.

However, Anthelio probably found the most effective and efficient way of implementing the process of rightsizing and carrying out restructuring and reorganizing of the business operations. With this method of rightsizing Anthelio was able to avoid incurring huge cost in the form of payment of heavy severance packages and heavy marketing on saving the brand image of the organization. There was no breach of physical or data security, no negativism from the leaving employee as well as no legal complications.

Anthelio was able to either completely avoid or minimize the potential risks and threats of rightsizing. In addition to this, Anthelio was also able to gain positive mouth to mouth marketing of the organization which further enhanced the brand image of Anthelio.

Soon after the organizational restructuring and reorganizing was finished, Anthelio focused on

their new goals and objectives. Their decision to rightsize the organization and focus on their new goals revived their organization, increased their profits and boosted the overall growth of the organization.

Anthelio became a huge success in their newly focused business sector and currently in 2021 their annual turnover ranges from Rs. 50-100 Crore all thanks to the effective implementation of rightsizing which enabled Anthelio to grab the perfect business opportunity by shifting the focus of the organizational goals & objectives and carrying out restructuring of the organization to meet these new & revised organizational goals & objectives.

Let us analyze the implementation of rightsizing process within Anthelio exploring the happenings in the organization and methods used so that we can identify the best practices, strategies and steps to follow while carrying out the operation of rightsizing in any organization avoiding or minimizing all the negative adverse effects of the process and rise in the ranks just like Anthelio Business Technologies Pvt. Ltd.

First: Revising goals and objectives

The first step in effective rightsizing is to study the business environment and adapt to it enabling the organization to grab opportunities which will lead to the growth and revival of the organization. Once a good business opportunity is found revise the old business focus, goals and objectives. Anthelio did this by deciding to close down “PFS (Patient Financial Services)” and focus on building specific domain expertise and helping clients in meeting with the challenges in the healthcare IT industry.

Second: Training the HR Team

The next step is to train the HR team which would be the one supervising the entire rightsizing process. This step involves making the HR team well versed with the new objectives of the organization, analysis of each employee of the organization and identification of the right size and right scale of operation the organization needed to be operated at. This will provide HR Team with sufficient data to identify the exact amount of rightly skilled employee is needed and in which position they are needed.

Third: Bridging the communication gap

Establish a strong communication network with all the employees of the organization and letting them know exactly what is happening in the organization i.e that the organization is undergoing the process of rightsizing and what might be the results of the same. This helps in building trust among employees and reduces the chances of any attrition within the

organization.

Fourth: Internal Redeployment of existing talen

The process of rightsizing makes an organization of a perfect scale and size and this may include shutting down of operations/departments, laying off employees and starting a new business operation/department. However the existing employees of old departments (which is going to be shut down) may also have right skill, talent and level of expertise required by the new business operations and therefore employees' must not be blindly terminated.

Anthelio was able to reduce hiring cost and hiring time by analyzing the existing talents of the organization, providing a little training and redeploying the same employees to the new business operation of healthcare IT sector ensuring right person at the right position within the organization. By doing so Anthelio was able to shift the about 11% of the existing employees to its new operation.

Fifth: Simultaneous Hiring

Many companies make the mistake of freezing the hiring process when restructuring their organization. When we rightsize we reorganize the entire business operation and the new business model which is created will require new skills, new talents and new level of expertise. These new requirements may be met by existing employees (thereby shifting them to new roles) or not be met by existing employees resulting in layoffs. As a result of which the company is not able to secure the right size and scale of operation.

Anthelio overcomes this obstacle by hiring new talent ensuring right amount of skilled employees at the right position in the organization. This hiring is done simultaneously to the process of laying off of employees and shifting of existing employees to new department. As a result Anthelio is able to secure the right size and scale of operation so as to meet its new & revised business objectives and goals.

Sixth: Outplacements

The next step is to ensure that the employees who are being let go are not completely screwed left with nothing on their hand. The organization must ensure that their employees are not left on the street and all the possible efforts should be taken by the organization while conducting the process of rightsizing that their ex-employees has a very good opportunity of getting work someplace else. This process reduces all the negative impacts of laying off of employees and prevents the brand image of the organization from being tarnished. Additionally if that ex-employee of the organization successfully gets employed elsewhere because of the effort of the

organization it will enhance the brand image and cause positive mouth to mouth publicity.

Anthelio was able to secure outplacements by two simple methods. First they provided each employee who was terminated with exhaustive letter of recommendations highlighting all of their great strengths and why they would be a great addition to any organization's workforce. Second they contacted other organizations with similar background and objectives and invited them to come to Anthelio for placements. These organizations found the employees (who will be terminated by Anthelio soon) would be great value addition to their taskforce and hired them. As a result Anthelio was able to outplace around 60% of their employees providing major relief for the employees helping not only them in coping with the stress of financial stability and job security but also Anthelio in the long run as it positively impacted their brand image by showing the world that they care for their employees.

Seventh: Smoothing the Transition

The organization must ensure smooth transition of the organization from old business operations to new business operations, objectives and goals. During the process of rightsizing old employees are let go and the organization must ensure their exit is as painless as possible. However rightsizing also involves hiring of new employees and accommodating them with the surviving employees in a brand new environment is just as important as making exit of old employees painless. Organization must ensure that old employees are happily leaving the organization while at the same time new employees doesn't feel hostility from the surviving employee, are able to trust them and work as a collective unit without any hinderence.

Anthelio was able to smoothly transition from old business operation to new business operation by firstly ensuring that there exists no hostility or negativity in the employees leaving the organization. Anthelio was able to achieve this by answering all the queries and doubts of the employees, ensuring they all get their letter of recommendations, ensuring that their payment do not get delayed and organized a special event dedicating it to all the leaving employees on their last day.

With the influx of new employees in the organization there was possibility of development of survivor syndrome leading to job insecurity, hostility and distrust among retained employees and new employees. To ensure the transition is smoothly completed Anthelio took the next step by organizing various activities within the organization which not allowed both new and old employees to connect with each other on a personal level building the trust factor enabling the workforce to treat each other as their family and work together as a whole unit completely avoiding survivors' syndrome in the organization and completed the process of rightsizing

within the organization.

IV. RIGHTSIZING: A NECESSITY DURING AS WELL AS POST COVID

As soon as Covid-19 pandemic started it began reshaping companies, industries, national economies, and our society in previously unthinkable ways. The COVID scenario has permanently changed the business environment in a drastic way. It has led to new standards, new expectations, new rules, new opportunities, new threats, new ideals, and new methods of conducting business operations establishing a “new normal” for all business organization.

This “new normal” is drastically different and every business organization must find out whether or not they will be able to not only survive the COVID economic standstill but will they be able to maintain business continuity post crises also?

The ongoing Covid has resulted in various government measures and guidelines which must be followed no matter what. The result of which can be seen a drastic change in the business environment as shown in the figure below.

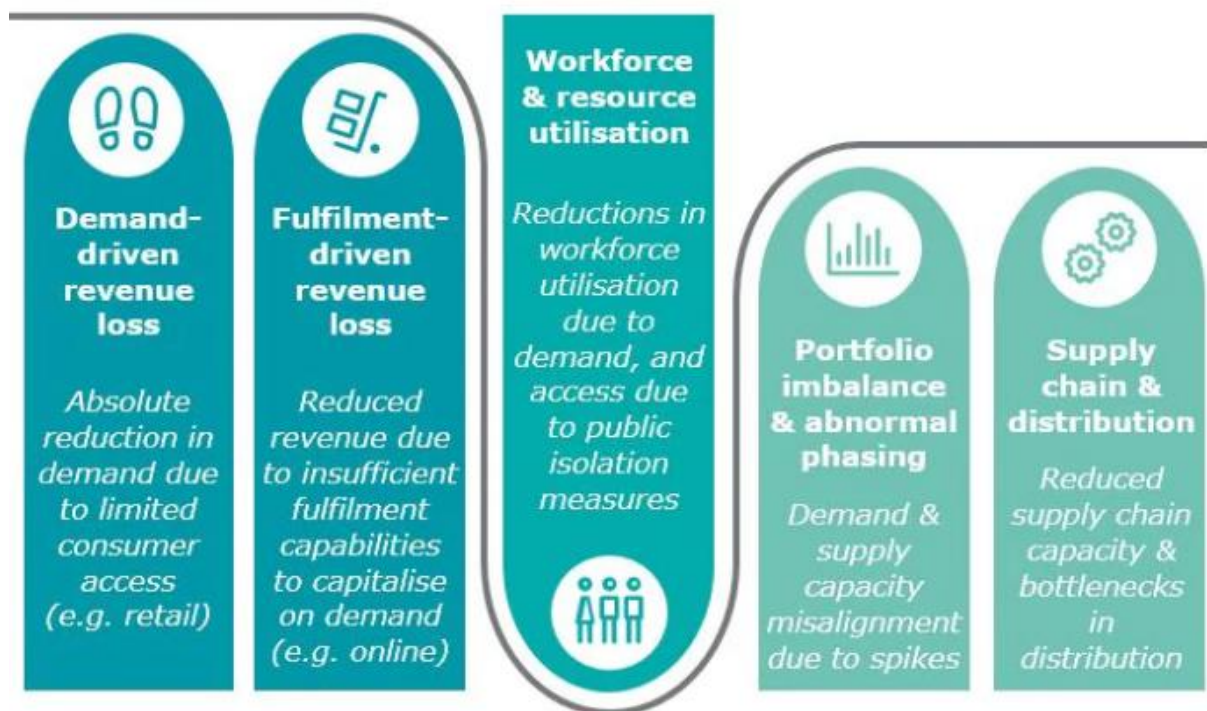


Figure 4

Source: ("Right-sizing your cost base for COVID-19", 2020)

The organization which thinks for the short run solutions will believe that as soon as the COVID is over everything will go back to normal as it was and the employ the practices of downsizing to cut cost in the short run to survive. However this is not true and should not be believed. The reason for the same is that the COVID had a permanent impact not only on the

current business environment but also in the **post-crisis** Business environment too and the business environment will never go back to exactly how it was before crisis.

COVID has resulted in formulation of ‘new normal’ where there are new threats, new opportunities and where the business operations are done with completely new methods and techniques. For example, in the “new normal” the entire country has underwent high digitization and now new methods of performing business operation in the digitized business organization will be needed.

In this “new normal” an organization which sticks with the old ways, old objectives, old focus, old goals and old methods will never be able to survive neither in **current** crisis (covid) nor in **post-crisis** world (psot-covid).

Therefore, in order to adapt the “new normal” survive the current crisis and ensure continuity of the business organization post crisis, the process of organizational **rightsizing** becomes an absolute necessity for any business organization.

But why exactly the process of rightsizing is the necessity for every organization during covid and post covid?

The reason for it is because in the “new normal” an organization needs to revamp its entire business, formulate new plans, new strategy, new goals and new organizational objectives to grab the new business opportunity arising because of “new normal.”

The way the organization was structured previously would not be able achieve the newly set goals and objectives and is therefore required to undergo the process of organizational rightsizing because the process of rightsizing literally comprises of procedures which are exactly needed i.e performing restructuring and reorganizing of the entire organization so as to make it of right scale and size in order to achieve its new & revised organizational goals and objectives.

Let’s look at historical evidence to further substantiate the need for rightsizing in current as well as post crisis. Harvard Business School’s Ranjay Gulati, Nitin Nohria, and Franz Wohlgezogen conducted an empirical analysis of over 4,700 public companies performances in the past three global recessions so as to explore how they performed, which companies rose and came out of recession and what were the reasons for the same

Three global recessions i.e “the 1980 crisis, the 1990 slowdown and the 2000 bust” reflects the crisis of economic and business standstill and is similar to the present covid scenario in terms of business standstill. In the analysis it was revealed that there was only 9% of the companies

were able to roar out of recession and while other companies were still fighting to survive these 9% of the companies were becoming highly successful and growing at full speed.

In all the companies which were able to roar out of recession one thing was common which was that all of them understood that the recession has permanently changed the business environment and there is need to focus on new opportunities by formulating new goals and objectives. They opted for rightsizing and restructured their entire organization to adapt to the new business environment as a result of which they become the only companies to ‘roar out of recession.’

Now let’s come into the present and see an example of how rightsizing in the present covid scenario has helped the business organization to reach all new heights. While other organizations are looking for a short term solution the crisis, Amazon is one organization which seems to understand the perfect opportunity of rightsizing as because instead of laying off workers it is going through a hiring boom hiring a total of 1,00,000 workers in US alone in the COVID-19 pandemic.

It instead of short term cost cutting techniques opted for rightsizing by shifting its focus, goals and objectives by postponing its highest grossing event ‘Prime Day’ and diverted its resources to focus on their new objectives and goals.

Amazon prior to rightsizing projected a loss of around 1.5 billion US\$ but since they underwent rightsizing they were not only able to avoid this loss and earn profits but this decision resulted in Amazon doubling their profits from 2.6 billion US\$ in 2019 to 5.2 billion US\$ in the current covid crisis itself.

This is why the rightsizing is the perfect choice thereby making it a necessity for every organization to undergo, in order to survive the current crisis and ensure continuity of the business organization post crisis.

The nature of the change in the business environment is such that it creates new standards in the “new normal” which makes rightsizing inevitable for survival and for thriving. Either a business has to rightsize in the current crisis or post crisis. But it will have to rightsize no matter what if they want to survive the current crisis and ensure continuity of the business organization post crisis

Interview Analysis

Now that we have established the necessity of rightsizing during covid and post covid let us find out in what way should this process of rightsizing be implemented during the current covid

crisis. For understanding the same an interview of a business organization known as R. K. Advertisers has been conducted in this paper which revealed how the process benefited them and what was the ways in which this was implemented.

This segment of the paper has the analysis of the interview and contains best solutions received from the interview regarding the method and steps in rightsizing during covid or post covid i.e for the “new normal.” The detailed and exact interview can be found in **Apendix I** of this research paper which is located after the ‘Conclusion’ part of the study.

The first step in rightsizing during or post covid is to identify the business impacts. This step includes identifying how the crisis has impacted the current business. To do that several aspects of the business needs to be analyzed thoroughly to identify what are the immediate as well as long term implications on demand for organizational activities.

Interview reveals that this step is the most important step in the entire process of rightsizing. By identifying how the business has been impacted forces the organization to study the changes in its business environment which helps the organization to assess all the activities of the organization. With the help of this assessment the organization is able identify all those activities which is not contributing to the organization due to less demand in the crisis. This helps the organization because now the organization is in proper place to identify new business opportunities in the curren crisis as well as post crisis and shift their organizational goals and objectives to adapt to the “new normal” in the post crisis world.

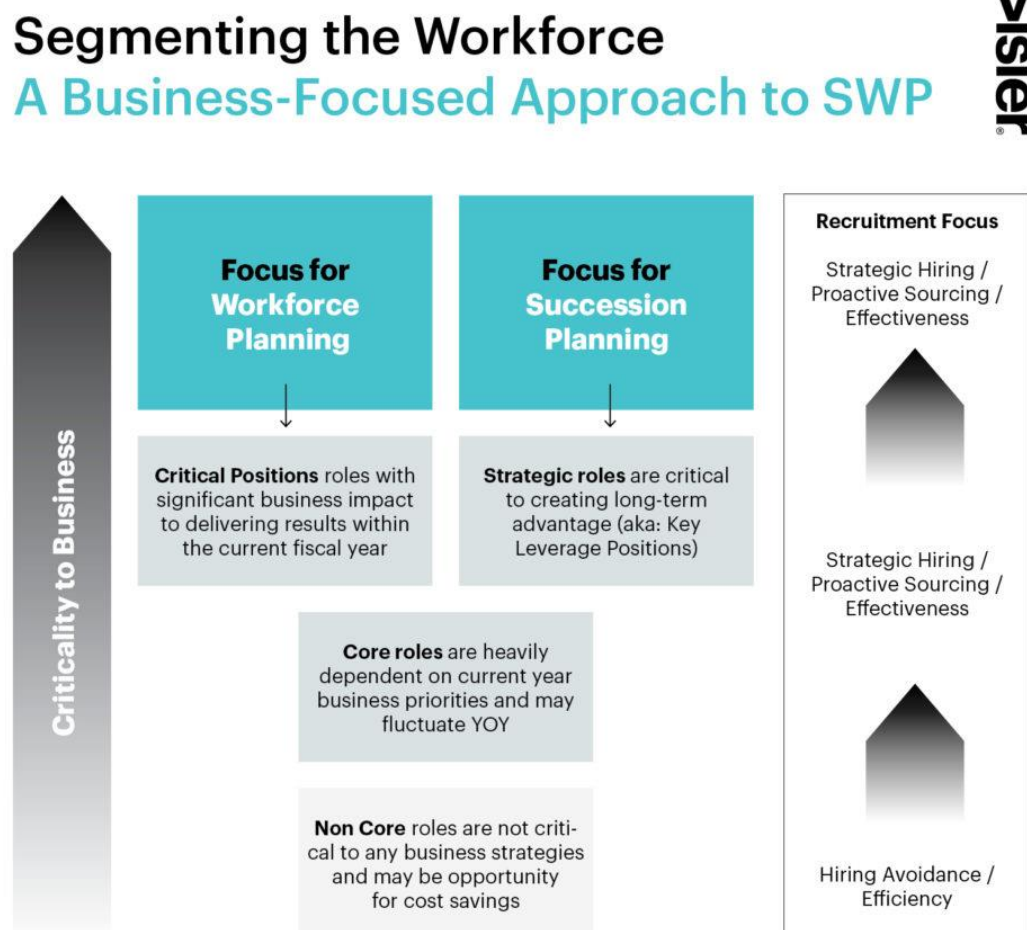
The next step is identification of key roles within the organization. Once it is revealed how the business has been impacted by the covid crisis and new goals have been formulated to adapt the new normal, organizations needs to identify the critical activities it must perform and identify the right skill and role it would need for those critical activities to be successfully performed.

This enables the organization to have an exact estimate of how much amount of employee with right skill and talent is needed within the organization to achieve the new goals and objectives in the new normal. This helps in restructuring and reorganization of entire business so as to make it of right scale and size.

Analyzing the interview we are able to find out exactly how this reorganizing and restructuring of the organization can be done effectively and efficiently. Interview reveals that laying off employees is a part of rightsizing in covid/post-covid because shifting to new area of focus requires shifting to new set of skills and level of expertise. However blind laying off of employees just to cut cost, must never be done as it will do more harm than good.

The interview reveals that even though the organization has changes its objectives employees should be looked as valuable resources and the first priority must always be “**sourcing, retaining, and development of in-house talent.**”

Identification of Key Roles



Investment should be done primarily on analyzing the existing employees and identifying their exact skill set. This will reveal whether the employee can also handle the new business operations of the company. They can also be trained so that they can develop the right skill set for the new business operations. This enables the organization to shift their existing employees to new roles within the organization ensuring that right person is employed at the right position preventing the long term implications of business standstill once the organization is rightsized. However, not all the employees will be cut out for the new business activities and the organization has to let them go by laying off employees. However the interview revealed that in order to effectively restructure the organization to adapt the “new normal” an organization

must seize the opportunity of hiring.

Hiring new employees is very significant for the process of rightsizing but hiring in the current times should be the utmost priority of the organization. laying off and hiring must be done simultaneously.

It is important for organization to hire in the current/post crises period because many organization continuously laying off employees and conducting downsizing only focusing on cutting off cost as a result the pool of available talented employees is not only increasing but also continuously expanding and it is only through Rightsizing an organization can utilize this opportunity of securing the perfect employee of right skill which can be employed at the right position in the organization.

Through hiring an organization becomes capable of filling the required amount of talent making the business of right scale and size. This prevents the problem of business stagnation due to insufficient staffs.

Moreover, to find the right person who is talented enough to fit perfectly in the organization is a difficult job and more often than not leads to shortages. But in the current times the pool of employees with variety of skills, talent and level of expertise is increasing day by day because shortsighted companies are carrying out large scale downsizing. As a result, finding the right person with right level of skill and talent becomes easy in the current crisis as well as post crisis.

Thus,

- Sourcing, retaining, and development of in-house talent.
- Shifting existing employees to new roles. And
- Simultaneous laying off and Hiring of new employees

Is a must, in order to effectively rightsize during this current crisis as well as post crisis.

Interview also revealed that once all of the shifting, laying off and hiring is done, the job is pretty much complete. The only task left is to ensure that the organization transition from the old goals, objectives, focus, methods and workforce to the new goals, objectives, focus, methods and workforce as smoothly as possible.

To ensure the smooth transition one day should be dedicated for educating all the employees about the new vision of the company and new ways of doing things. In addition to this education several activities must be organized which enables all the employees to interact which each other enabling them to know each other on a personal level thereby building trust

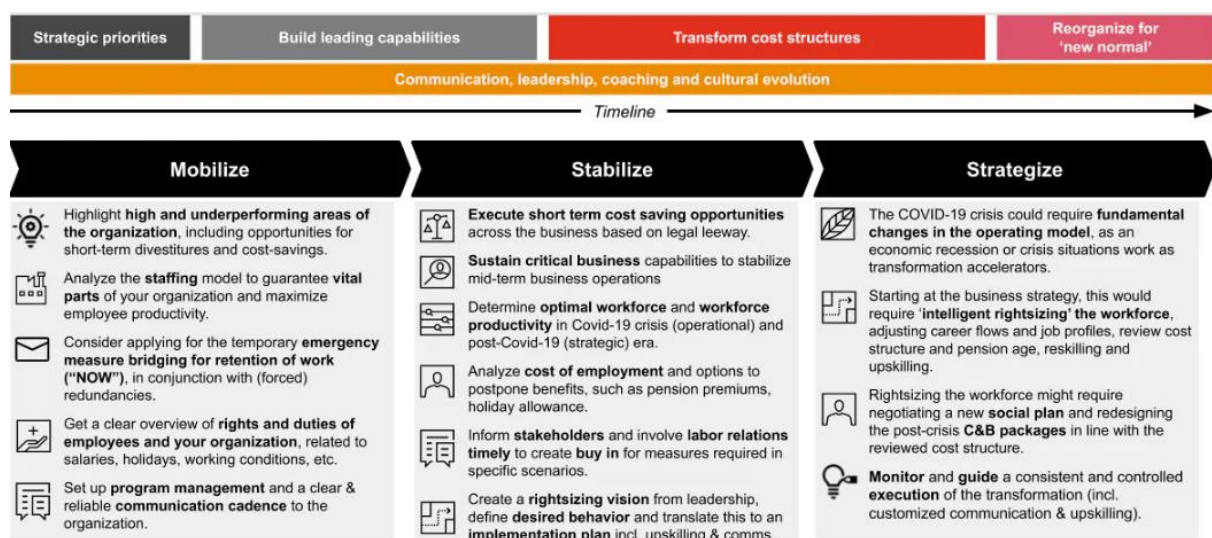
and ensuring that the organization works together as an integrated unit.

V. CONCLUSION

This research reflects the attempt made in this study to explore and understand the concept of Organizational Rightsizing and the great significance & importance it holds. A special reference to current Covid-19 and post Covid-19 scenario was also made in this study trying to understand the significance of rightsizing during the same.

The study through analyzing the case study revealed how the process of rightsizing can revive an organization from its death. It showed when business environment changes drastically the best choice to make as a business organization is to rightsize in order to adapt to the business environment and capitalize on the new business opportunities. The study through the analysis of interview was able to reveal that the current covid crisis as well as post covid crisis calls for the need of organizational rightsizing. It reveals that COVID has permanently changed the business environment. To adapt to this new normal created by the crisis an organization would also need to revamp its entire business structure and reorganize completely.

Because adapting to the business environment is necessary and covid has affected the business environment creating new standards and “new normal” for everyone organization will have to eventually adapt to this new normal by revising their old objectives and restructure their organization to meet survive in the new normal. As a result organizations have to do organizational rightsizing either during the current covid crisis or post covid crisis, but carrying out rightsizing is inevitable.



VI. APPENDIX I

Interview with Mr. Sanjay Mishra owner of R. K Advertisers

Ques – Sir, can you please briefly explain what does the organization do?

Ans – Yes, no problem. We in the organization do the work of advertising. We advertise in print media i.e newspapers as well as in the form of various bill boards you can see all around in the city but we have made certain changes to our organization's activities owing to the current crisis.

Ques – Speaking of the current crisis, was your organization impacted in any way?

Ans – Yes, in-fact it was negatively impacted in a big way. The billboards advertising contributed to the major chunk of our revenue but since lockdown and other measures was taken our customers did not find it beneficial to advertise through bill boards because no one will be able to see it.

Our print media advertising was also impacted in a big way. We did use work from home but the nature of the print media advertising requires constant redesign, close monitoring and physical presence of the costumer in the initial stages. All of which was not possible due to the current crisis. Our methods were simply not working.

Ques – So how were you able to survive this crisis? Can you please explain in detail?

Ans – As I already explained our usual ways and method of carrying out our business was simply not working. Our cost was increasing day by day and no profits were being made. Our current business focus and strategy was not helpful either.

So we decided to restructure our organization and reorganize it by formulating a new business objectives and goals of our organization. The first and in my opinion the most important step which we took was identifying all the ways through which our business was impacted. We studied our changed business environment. This led to assessing all the activities of the organization and found out that digitizing our business activities would solve our problem. We therefore formulated new goal of digitizing our business operation by making our presence digital in this new normal.

We now had the new objective but we still need to identify the key roles within the organization. Identifying them revealed to us which departments will play crucial role in achieving our new goals, which department would not play any role and which new departments would be needed to be established. This will help in restructuring because we now have information of what size and scale this organization should be of in this “new normal”

Still we believe the reason our restructuring strategy was a huge success because of two main reasons. First is sourcing, retaining, and development of in-house talent and second is simultaneous laying off and hiring of new talent.

We analyzed our current workforce to identify those workers which also have the right skills to work in the new departments of the organization. We still had some old departments because they are already playing crucial role in the organization so those employees were rightly placed. However, the analysis was conducted of those employees which belonged to those departments which was about to be closed due to restructuring.

We found that some employees had the potential but as of now didn't had the right skills so we decided to train them because if we had terminated them hiring new employee would've been more costly than retaining the existing employee and training him for a specific activity.

Initially when old departments were shut down and new departments were set up we had to layoff 35% of the employees. But since we conducted this analysis we were able to retain 50% of those employees. A better way to describe this achievement is to rephrase it to 'we were able to reduce 50% of our cost, time spent and resources used' in restructuring our organization.

But we still needed to work on the remaining 50% of restructuring which brings me to the second important reason why our method was a success. We did not engage in 'either' 'or' strategy which includes either laying off employee or keeps on hiring new employees. We used 'and' strategy meaning while we were laying off employees we were also hiring new employees at the same time.

The hiring of the new employees was the detrimental factor which helped our organization to survive this crisis. Because many other organizations are downsizing and also laying off employees it became easy for our organization to hire the right talent. The number of people who lost their jobs in this crisis is innumerable but this also provided us with the opportunity to complete our restructuring by hiring new employees of right skill and of right expertise needed to achieve our goals of digitizing.

In our hiring process around 80% of the new employee we procured had just lost their jobs due to downsizing in their organization. These employees were not fit for their previous organization but in our organization they were the perfect fit which we were looking to achieve our goal of digitizing our business organization.

The only task left for us now was to make sure we transition smoothly and for this we dedicated an entire day to ensure the same. We suspended our work for that day. Firstly we oriented the entire workforce of our new vision and then moved on to establish connection within the

workforce by making everyone connect on a personal level. As a result each employee trusted one other enabling them to function properly as a team.

Ques – What was the end result of this decision? Did you benefit from it?

Ans – Yes, a big yes. We definitely benefited from rightsizing in our organization because it was only through the restructuring process we were able to identify a new business opportunity. Previously our methods were not working, but now business is way better. Digitizing helped us to increase our reach.

Moreover through the process of rightsizing, as soon as we digitized our business operations we were also able to operate in digital advertising segment which is something we were not able to do before.

So, yes I will say that this rightsizing was the best decision we could've made for our organization in this covid crisis.

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