

People & Growth Consultant

Where People Strategy meets
Business Growth.

Helping organisations scale through clear governance, strong HR foundations, and a compelling employer brand.

GET TO KNOW ME



Hello!

I am Marie, People & Growth Consultant.

I support growing companies from startup to more complex organisations in building strong people foundations, aligning leadership, culture, and growth.

My experience also includes transformation projects in complex international organisations.

With over 15 years of experience in international environments, I have worked across luxury hospitality, NGOs, and the private sector, supporting both fast-growing companies and complex international organisations.

Today, I support organisations in building strong people foundations and scalable operating models, helping leaders bring clarity to governance, roles, and ways of working as their businesses grow.



[MORE ABOUT ME](#)

Alongside my HR expertise, I bring digital marketing and employer branding skills that help organisations not only structure their teams and processes, but also attract and engage the right talent.

My goal is to help organisations grow with clear structures, aligned leadership, and a compelling employer brand that supports sustainable performance.

HOW I WORK

From Principles to Execution

My approach combines strategic thinking and operational execution to help organisations turn complex people challenges into clear structures, aligned leadership, and effective ways of working.

I believe sustainable growth is driven by solid HR foundations and a clear employer brand, working together to attract, engage, and retain the right talent.

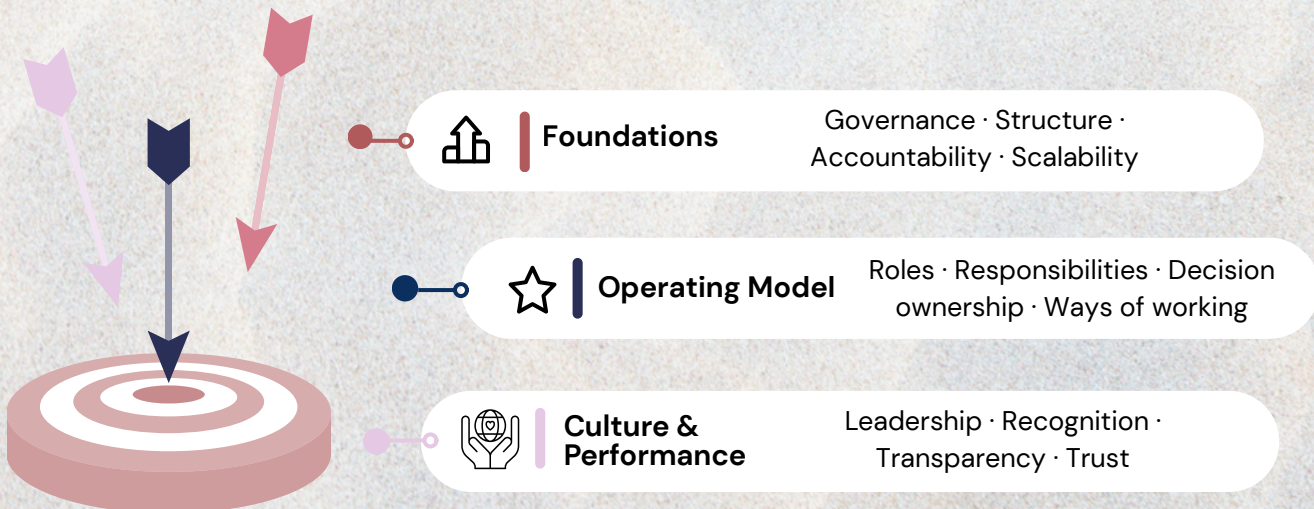
Principles.

Through trust-based partnerships, collaborative leadership, operational excellence, and an agile mindset, I help organisations translate strategic people challenges into clear structures and sustainable performance.



Aligning Structure, Leadership and Culture.

To support sustainable growth, my work focuses on strengthening three structural layers within organisations.



WHAT I OFFER

Strengthening organisations through HR foundations and employer branding.

I support organisations in building strong people foundations and a clear employer brand to enable sustainable growth.

My work combines strategic advice and operational implementation, helping companies translate people challenges into clear structures, aligned leadership, and effective ways of working.

I typically support organisations across two complementary dimensions: structuring scalable HR foundations and strengthening their employer brand to attract, engage, and retain the right talent.

HR Consulting

Building strong people foundations for scalable organisations

As organisations grow, complexity increases: roles become unclear, decisions slow down, and HR processes struggle to keep pace with the business.

I help companies strengthen their HR foundations and operating models so they can scale with clarity and accountability.

My work may include:

- HR process audits & maturity assessments
- Governance and role clarity (RACI models)
 - HR policies and people frameworks
- Operating model design and process redesign
- Organisational structuring and change initiatives
 - HR transformation projects
- Fractional HR leadership and operational support

[LEARN MORE](#)



HR Consulting | Strategic Projects | Fractional HR

Employer Branding

Attract the right people, keep them longer, grow faster.

A strong employer brand helps organisations attract the right people, strengthen engagement, and support sustainable growth.

My work may include:

- Employer brand audit
- EVP (Employee Value Proposition) definition and positioning
 - Culture and leadership messaging alignment
- Recruitment messaging optimisation to attract the right talent
 - Strengthening employer brand visibility across channels



Depending on the organisation's needs, I offer three levels of support:

	Audit	3 days. Diagnosis on current picture. Best for Business needing clarity.
	Boost	10 days. Quick Wins: clarity + visibility. Best for Business needing fast results.
	360	4 weeks. Full Strategy, audit to activation. Best for Business scaling fast

Audit | Quick Wins | Full Transformation

[LEARN MORE](#)

My Approach to Transformation.

My approach combines strategic diagnosis with practical execution, ensuring that recommendations translate into tangible organisational improvements and stronger employer positioning.

Diagnose

Assess the current situation through stakeholder interviews, perception analysis, and process or brand maturity assessments.

Clarify

Define priorities, governance, messaging, roles, and decision ownership to create alignment across leadership and teams.

Design

Develop the appropriate structures, frameworks, and positioning from HR operating models to employer brand strategy.

Implement

Support leaders and teams in applying the changes through practical execution, communication, and operational alignment.

PORTFOLIO.

From Strategic Advice to Operational Execution.

Selected Business Cases.

This portfolio presents representative projects where I led structural HR transformation, governance redesign, and risk mitigation initiatives.

Alongside these strategic projects, I also support clients with:

- Recruitment & talent acquisition
- HR operational stabilisation
- Performance management frameworks
- Contract & policy advisory
- Interim HR leadership
- Ad hoc strategic HR advisory



My work spans both strategic and operational support, tailored to client needs.

They trusted me.

Marie delivers HR solutions at senior level with professionalism and real impact. She helps translate company vision into concrete people initiatives and keeps teams engaged and motivated.

Stewart

. Her natural leadership and results-driven approach contributed to exceptional retention and a transparent, high-performance culture.

Peter

Marie brings a senior consulting approach combining strong methodology with clear strategic insight. Her ability to structure complex HR topics into practical frameworks has been highly valuable in supporting HR transformation initiatives.

Marcus





Global HR Operating Model Redesign

EUROPEAN MULTI-COUNTRY ORGANISATION (CONFIDENTIAL CLIENT)
2,000+ EMPLOYEES · HRIS SCALABILITY ASSESSMENT

The organisation was operating in a context of sustained growth and continuous organisational change. Increasing regulatory complexity and growing expectations for digital, self-service HR services were placing greater pressure on HR to deliver strategic value while operating with lean resources.

Leadership needed clarity:
Are our HR processes and HRIS ecosystem fit to support a complex, multi-country organisation?

Challenges

- Fragmented lifecycle processes across countries
- Unclear ownership across HR teams and managers
- Inconsistent governance & approval checkpoints
- Heavy manual coordination and person-dependency
- Limited visibility on HRIS capability and system fit
- Misalignment between operating model and future system architecture

Methodology

Led a combined Operating Model & HRIS Scalability Assessment across 8 lifecycle processes.

Methodology:

- End-to-end process mapping
- Stakeholder interviews (HR, managers, payroll, IT)
- Maturity & risk assessment
- HRIS capability & system fit review

Focus: Redesign for scale, governance, and system readiness, not incremental optimisation.

Solutions

- Clarified governance model & RACI
- Standardised global framework with local compliance flexibility
- Introduced validation gates
- Shifted toward manager-led ownership
- Defined HRIS decision criteria & SAP-ready workflow logic

Outcomes



Risk & Control

Reduced payroll and compliance exposure;
Created audit-ready governance structure



Owner & Accountability

Clear decision rights and approval checkpoints; Shift from HR-driven to manager-led model



Scalability

Global framework applicable across entities;
Reduced manual coordination



HRIS & ERP Readiness

Defined system capability gaps:
Structured foundation for ERP configuration & rollout

efficiency

Conclusion

Redesigned the HR operating model and assessed HRIS scalability for a 2,000+ employee multi-country organisation, strengthening governance, reducing structural risk, and enabling system-ready growth.

Structuring a Freelance –First Startup for Scale

CONFIDENTIAL STARTUP · SWITZERLAND – 100% FREELANCER MODEL · MULTI-TIME ZONE

Fast-growing startup operating fully with freelancers across multiple locations and time zones. With 10–12 contractors engaged exclusively through hourly-based contracts, the organisation lacked a formal people governance structure

Can a 100% freelance model scale sustainably without structure?

Core Risks

- Very high turnover despite growth
- Unclear roles, responsibilities, and decision ownership
- Teams working in silos
- Missing or inconsistent contracts
- Company data stored on personal devices
- No central ownership of documentation

The issue was not flexibility. It was operational, legal, and business continuity risk.



Methodology

Led a full People & Governance Structuring Initiative focused on:

- Role architecture & clarity
- Ways of working framework
- Systems centralisation
- Risk & compliance stabilisation

Objective:

Move from freelance chaos → structured, scalable operating model.

Solutions

- 1 Structure & Clarity**
 - Designed clear job architecture
 - Aligned titles, scope, and accountability
 - Standardised job descriptions
- 2 Ways of Working**
 - Defined availability & time zone alignment
 - Implemented collaboration standards
 - Introduced bi-weekly alignment rituals
- 3 Systems & Governance**
 - Implemented centralised HR platform (Deel)
 - Consolidated contracts, data, payments
 - Secured documentation ownership

Outcomes



Risk Stabilisation

Reduced payroll and compliance exposure;
Created audit-ready governance structure



Structural Clarity

Clear role ownership and accountability; Improved performance management



Collaboration

Structured communication rhythm
Improved cross-functional coordination



Scalable Foundations

Company ready to grow without structural fragility

boosting team efficiency

Conclusion

Transformed a high-risk freelance setup into a structured, compliant, and scalable operating model, enabling sustainable growth without sacrificing flexibility



Time Management & People Framework Transformation

INTERNATIONAL OIL & GAS GROUP · SALES & SUPPLY OFFICE -
55 SENIOR EMPLOYEES · SWITZERLAND

The organisation was an international group headquartered in Finland, with a Geneva office of 55 senior and executive employees. In 2018, a CHF 500K+ accumulated overtime liability emerged, initially perceived as a time-tracking issue but ultimately revealing deeper structural and governance challenges.

What initially appeared to be a time-tracking issue revealed deeper structural problems.

Core Risks

- Working-time system misaligned with reality
- Incomplete and inaccurate time records
- Overtime recovery inconsistently managed
- Employee handbook outdated (since 2008)
- Inconsistent and misaligned employment contracts
- No clear legal framework reference
- The risk was not administrative.
- It was financial, legal, and compliance exposure at scale.

Methodology

Led a full Time Management & Legal Framework Audit, in collaboration with legal advisers.

Diagnosis revealed:

- Gap between practice and Swiss labour law
- Misalignment between contracts and handbook
- Cultural mismatch between policy and actual working model
- High exposure in case of audit or employee dispute

Objective: Eliminate structural liability while preserving flexibility and employee trust.

Solutions

- 1 Time Management Redesign**
 - Shifted from hour-based tracking to working-days
 - Introduced mandatory pre-approval for overtime
 - Aligned system with real working culture
- 2 Contract & Policy Harmonisation**
 - Full review of employment contracts
 - Updated employee handbook
 - Reinforced key clauses (non-compete, non-solicitation, bonus terms)
 - Established a clear, consistent legal framework
- 3 Risk & Equity Alignment**
 - Removed inaccurate overtime exposure
 - Ensured legal compliance and internal equity

Outcomes



CHF 500K+
overtime liability formally waived; Exposure no longer increasing



100%
Employees' approval
No resignations
No disputes



Compliance
Harmonised contracts & handbook
Eliminated structural labour-law risk



Sustainable
Working model:
Clear, fair, and compliant time-management framework
Flexibility preserved

Conclusion

Transformed a CHF 500K+ legal and financial liability into a compliant, aligned, and sustainable operating model without losing a single employee.

Let's discuss your organisation's people challenges and explore how stronger HR foundations and employer brand clarity can support your growth.

CONTACT

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Solid HR Foundations and a clear Employer Brand are the two drivers for sustainable growth.

Marie Van Rillas
Your partner for People & Growth