

KARANDAAZ PAKISTAN

Case Study on

The Hive: Succession Planning and Governance for Operational Excellence

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1. BACKGROUND AND HISTORY

1.1 Introduction to the Organization

The journey of The Hive began in 2015 when founders Owais and Wajid quit from their positions at a leading telecom company to pursue their entrepreneurial dreams and the incorporation of Infinitum Innovations (Pvt.) Limited. Playing the long game, both budding entrepreneurs wanted to enter into a market which would have high demand in the future and would be sustainable. They explored various business concepts and foresaw the impending boom of freelancing and start-ups in Pakistan, along with the growing trend of increase in office space rentals. Additionally, they identified a significant gap in the market with a scarcity of high-quality office spaces for multinational companies in major cities, recognizing these as an opportunity to create a local brand that could fill this niche. This led Owais and Wajid to the decision to delve into the co-working space sector.

Initially self-funded, The Hive focused on providing high-quality co-working space in Islamabad, as a flagship brand of Infinitum Innovations. When starting out, the company faced some trouble initially, in getting larger clients on-board, and also had some operational issues with human resources. However, they persisted through the challenges and with their perseverance and commitment to a high-quality experience, they were soon able to woo away some major clients like Microsoft and Juniper from competitors, and others were quick to follow, once the brand had gained some recognition.

The company's foundational principles of customer-centricity along-with transparency in pricing policy and unique layout of working spaces set it apart from its competitors. The Cofounder and Executive's prior experience with leading Chartered Accountancy firms and the long stints of both founders in the corporate sector taught them the value of having a strong control environment and other corporate governance practices in place, laid a strong foundation for The Hive's future stability and growth. The founders' long-term goal to set The Hive apart from other service providers in the market is further illustrated in its Vision and Mission:

VISION



To be the vanguard of a transformed work landscape, where premium co-working spaces empower individuals and businesses to achieve their highest potential.



MISSION

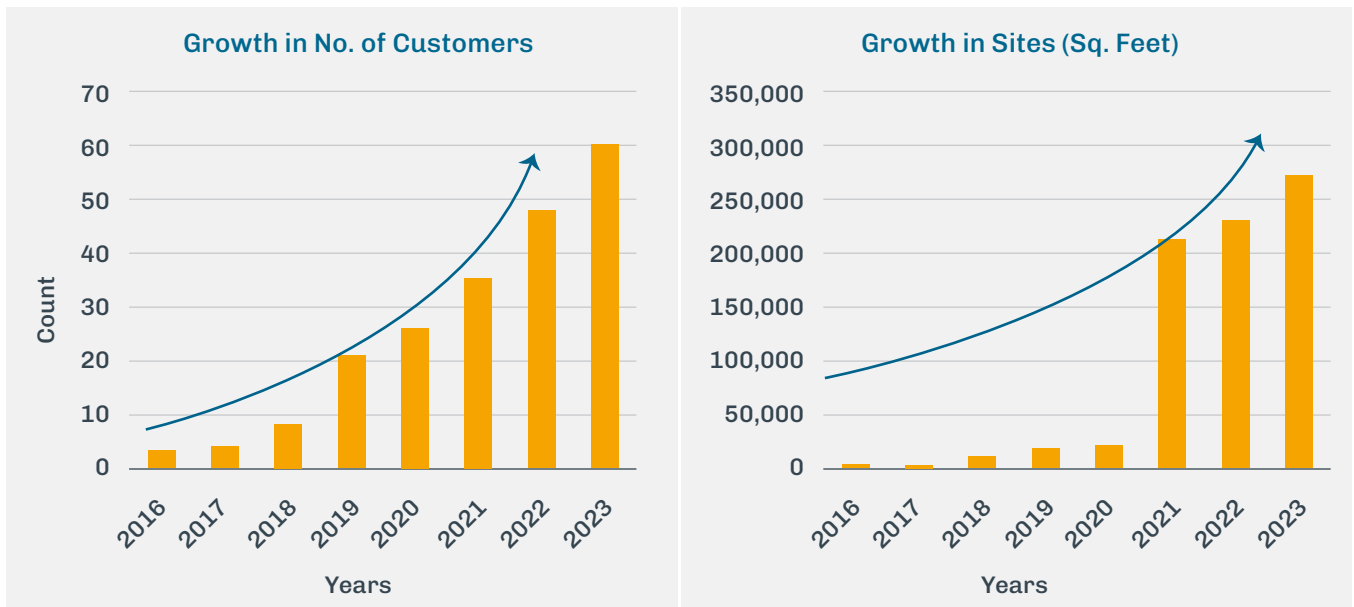
Cultivating a dynamic ecosystem where ambitious individuals and businesses accelerate their growth through a space designed to inspire.



The Hive's Growth Journey

The goal of The Hive was clear from its inception: to revolutionize the work landscape and empower individuals and businesses through high-quality co-working spaces. Rooted in principles of transparency and integrity, the company aimed to foster a culture of innovation, collaboration, and excellence. The Hive's growth journey was characterized by rapid expansion and strategic geographical diversification. The Hive achieved full occupancy within 4 months of launching its first center in Islamabad. Hive experienced funding challenges and operational obstacles when they started expanding to Karachi in 2018; offering diversified services like private offices and event spaces. The Hive growth trajectory further propelled in 2019 and there was a conspicuous increase in the number of customers

which marked the beginning of a continued rise in the company's clientele. Starting modestly with 3 customers in 2016, it eventually swelled to 60 by 2022-2023. Although the growth rate varied from year to year, the overall trend showed a significant increase, illustrating a positive progression over this eight-year period. Encouraged by the sustained increase in demand, the company moved to steadily increase its square footage at an accelerated rate from 2020-2021 onwards, either through expansion plans in existing buildings or by opening new premises. The expansion was also helped by the seed capital which was injected by new investors in 2019-2020.



1.2 Milestones: Building Blocks of Success



Reflecting on the growth history and trajectory of The Hive, it is crucial to recognize the pivotal role that effective corporate governance played in sustaining and maximizing this growth. The evolution of HIVE from its inception to a country wide network of co-working sites underscores the importance of establishing robust governance structures and practices to navigate challenges, foster innovation, and maintain stakeholder trust. In Owais's opinion aligning the company's governance framework with its growth strategy was essential in ensuring long-term success and sustainability in an evolving market landscape.



2. ADOPTION OF CORPORATE GOVERNANCE PRACTICES TO OVERCOME BUSINESS CHALLENGES

Corporate Governance Evolution and Operational Enhancements

Since both Owais and Wajid had experience of working in large corporate setups, right from the outset, The Hive prioritized governance practices, recognizing its pivotal role in driving sustainable growth and instilling confidence among investors and stakeholders. Enlightening viewpoint of Owais on corporate governance and internal controls:

“ To build a company without enforcing a controls mechanism and defined processes is an impossible endeavor. ”

Owais Zaidi, Cofounder and Executive

The Hive's governance framework emphasized a formal board of directors, documented policies, implemented systems, and daily KPI reporting, fostering transparency and integrity. These practices facilitated strategic decision-making and operational excellence, building strong customer relationships, and easing capital attraction when the time was right.

Key Strategic & Operational Challenges

It was evident that throughout the Hive's initial journey, the company evolved, refined its policies and adapted to changing circumstances to meet the needs of its various stakeholders, be they shareholders, employees, or customers. However, despite these advancements, HIVE continued to grapple with key strategic and operational challenges that required a nuanced approach to governance. Hive's rapid growth resulted in specific strategic and operational challenges that served as a catalyst for overcoming these obstacles and driving sustainable growth.

- Issues with lead loss, front desk turnover, and overlooked correspondence from potential customers.
- Increasing costs due to expansion of premises and difficulties in staying within budget with ever-rising inflation and the need to be cost conscious,
- Rolling out and implementation of new policies and procedures particularly those impacting employees (e.g., performance / KPI monitoring) which may cause insecurity and resistance to change.
- Difficulties during the initial stages of transitioning from manual record-keeping to more advanced systems like QuickBooks and ERP.
- Challenges due to the absence of a centralized system for data management and analysis.
- Increased pressure due to the emergence of competing co-working ventures.



- Maintaining the standard of Human Resource deployed across The Hive's various locations which includes not only employee skillsets suitable for a fairly new sector in Pakistan, but also people with the right values which align with those of the company.

Responding to Strategic and Operational Challenges through Good Governance:

As HIVE grappled with challenges, Owais and Wajid relied on their earlier knowledge of good governance successes to effectively respond to strategic and operational challenges. Highlighting the pivotal challenges, and the corporate governance initiatives that significantly contributed to the remarkable growth and success of the company, the founders focused on the following:

2.1 Driving Strategic Direction: Long-Term Vision and People Enablement

Having a Business Strategy and long-term vision in place is one of the fundamental Governance practices that contribute to stability and growth of a business providing it with the required strategic direction and enabling leadership to plan its moves accordingly. Very often, business owners lack a wider vision, being too focused on short-term goals, and are reluctant to relinquish control of day-to-day matters or delegate authority to others. However, Owais's long-term vision for growth of his brand motivated him to empower and enable his team at the outset and to give them the confidence and trust to run the day-to-day operations of the business with his intervention being required only in exceptional circumstances. This allowed Owais to extract himself from operational matters and gave him the time and space to focus on newer projects and his next strategic move to help the company expand. It was this approach which actually enabled the company to grow almost 14 times its size in little over 3 years (in terms of square footage from 2020 to Q1 2024) as illustrated in the previous section.

Owais was quite forthright about the rationale behind his approach:

“ The kind of person that I am, I get bored with things very easily. I can't work on any particular project for too long. So, I always knew that I needed to enable my people and my company's set-up in such a way that allowed me to step out of the mundane and into newer areas, and continue to expand my business... ”

Owais Zaidi, Cofounder and Executive

While Owais's approach seems particular to his personality, this mind-set to empower people and focus on strategy is one that is actually found in the best leaders of today.

2.2 Establishing Operational Framework: The Hive's Formalization of Policies and Procedures:

The formalization of policies and procedures was ingrained in The Hive's operations from its early years. Each department had meticulously documented policies and procedures, encompassing essential aspects such as pricing, human resources hiring, employee loans, Code of Ethics, and financial guidelines.



A crucial aspect of the formalization process was the segregation of duties, clearly outlined in documentation to delineate responsibilities and enhance accountability within the organization. All policies and procedures were internally developed, reflecting the collaborative effort and enablement of The Hive's team. Regular reviews of these policies and procedures ensured their relevance and effectiveness in an evolving operational landscape.

The presence of robust controls and processes underscored The Hive's commitment to operational efficiency and compliance. In parallel, efforts were underway to create a comprehensive franchise manual, aimed at standardizing processes and ensuring consistency across multiple locations. This strategic initiative laid the groundwork for future expansion and scalability, facilitating a seamless transition amidst rapid growth.

By embracing formalized policies and procedures, The Hive experienced accelerated expansion without significant disruptions, a testament to the efficacy of structured operational frameworks. Rather than relying on extensive manuals, the Hive opted to document its existing processes through its experienced staff, fostering practicality and efficiency in operational guidelines.

Some examples of Policies & Procedures at the Hive included:

1. Hiring Policy
2. Client Onboarding
3. Travelling Policy
4. Bank Reconciliation Policy
5. Cash Payment SOPs
6. Bank Payments SOPs
7. Operation Manual
8. Employees Loan and Advance Policy

Owais's viewpoint on the approach to documenting Policies and Procedures:

“ Our SOPs aim to be user-friendly and concise rather than lengthy or complicated to maintain efficiency. Just get your people to document what they do. It's as simple as that.

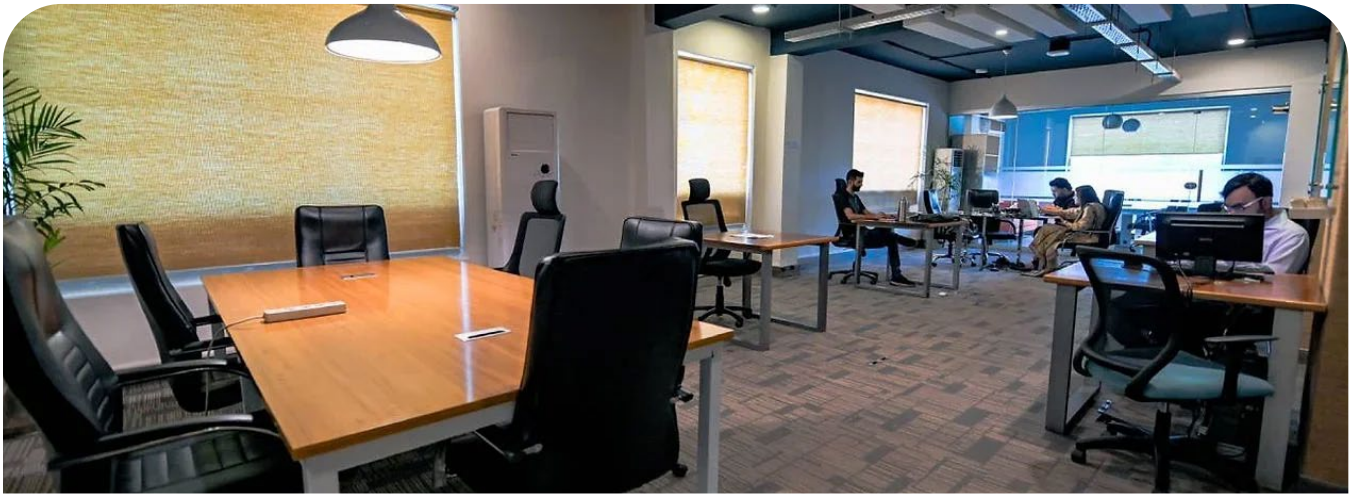
“ When you are clear on what needs to be done, documentation doesn't need to be lengthy or expensive. ”

Owais Zaidi, Cofounder and Executive

2.3 Upholding Integrity and Fostering Transparency: The Ethical Framework at The Hive

From the outset, The Hive established a stringent zero-tolerance policy towards integrity violations, demonstrating a steadfast commitment to upholding the organization's ethical standards. This uncompromising stance necessitated the discontinuation of certain client and employee relationships to safeguard the organisation culture and reputation of the company, underscoring The Hive's unwavering dedication to ethical conduct.





Owais, while referring to the times he has not been afraid to let critical employees walk out, or to end relationships with customers because he felt the company's values were being compromised on, said:

“ I never operate from a place of fear.... ”

Owais Zaidi, Cofounder and Executive

Another cornerstone of The Hive's operational ethos has been transparency with the Board and Shareholders. This involves detailed performance and financial reports accompanied by the Cofounder and Executive's candid comments shared on a monthly basis. These comprehensive reports covered a spectrum of key metrics, including financial accounts, management accounts, occupancy rates, key clientele, monthly leads generation, and marketing activities. The reporting pack provided to the Board encompassed essential elements such as monthly management accounts, current marketing strategies, event summaries, center-wise leads status, financial overviews, and key financial highlights, fostering informed decision-making and strategic alignment.

In interactions with customers, The Hive prioritized transparency by ensuring there were no hidden charges and providing detailed contracts outlining all specifications in a clear and transparent manner. Clients were furnished with comprehensive information, including details on additional charges for services such as printing beyond allocated volume, to ensure there are no surprises for the clients enabling them to stay within their budget. This transparency fostered trust with the client and helped to build the brand's reputation.

Internally, The Hive championed transparency with its employees by setting Key Performance Indicators (KPIs) for every team member and job descriptions outlined to clarify roles and responsibilities. Further, sharing Key Performance Indicators (KPIs) of every team member (including the leadership), promotes a culture of accountability and goal alignment. This transparency extends to shareholders as well, who receives monthly financial reports, annual audits conducted by a reputable audit firm, meticulous record-keeping in Quickbooks, and team-wide dissemination of annual targets. The implementation of a robust financial reporting policy from the organization's inception further highlights the Hive's commitment to transparency and accountability in all facets of its operations.

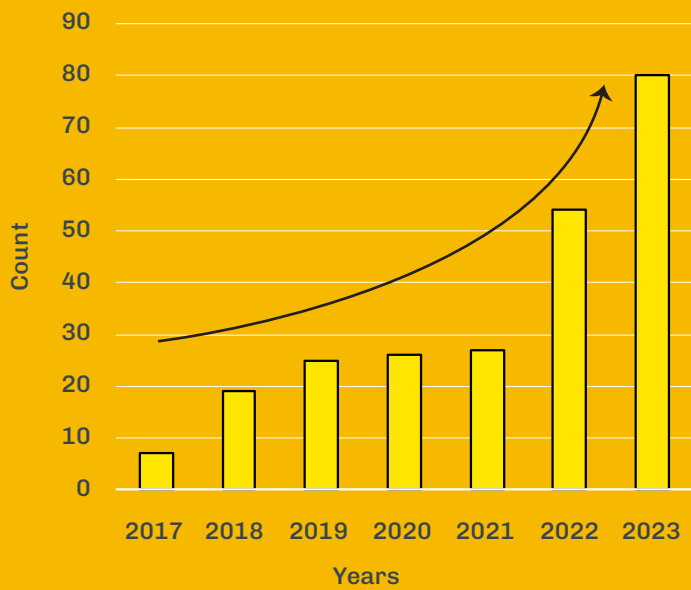
In essence, The Hive's commitment to integrity, coupled with a culture of transparency and accountability, not only bolstered trust among stakeholders but also laid a solid foundation for ethical decision-making and sustainable growth within the organization.



“ Revenue drivers and cost drivers are the key to track the performance when it comes to KPIs. A company cannot grow unless its people grow. If my people don't grow, I will never grow. ”

Owais Zaidi, Cofounder and Executive

Increase in No. of Employees



2.5 Elevating Customer Relationships: The Hive's Customer Centric Approach

The Hive's remarkable success trajectory was underpinned by its unwavering focus on identifying and prioritizing customer needs, providing amenities that the clients value and look for and then setting a benchmark for exceptional customer service within the co-working space industry. By delivering superior and high-quality services, The Hive not only attracted multinational clients away from competitors but also garnered a prestigious list of Top 10 clients towards end of 2023 (detailed in Appendix A), including industry giants like Dell Technologies Pakistan, Microsoft, and Cambridge University Press. Owais's approach has always been to prioritise customer services:

“ It's the customers that pay the bills. ”

Owais Zaidi, Cofounder and Executive

The Hive differentiates itself from big-name competitors by offering unique value. Superiority in design layout fosters engagement and productivity. Exceptional client service, marked by rapid responsiveness, caters to businesses' evolving needs, while organising of regular in-house complimentary events allows clients to interact amongst themselves, network, and helps to build a sense of belonging and inclusiveness in clients. Dissatisfied with existing co-working spaces, numerous clients made the strategic choice to transition to The Hive, drawn by unparalleled customer service and a commitment to meeting and exceeding their expectations. Figure 1 below exemplifies customer centricity when designing a co-working space by Hive. These spaces would be far more conducive for large corporations to encourage their employees to work productively. These can be contrasted with traditional co-working spaces on offer at that time (examples in Figure 2).

Figure 1 – Typical layouts for co-working space at The Hive locations

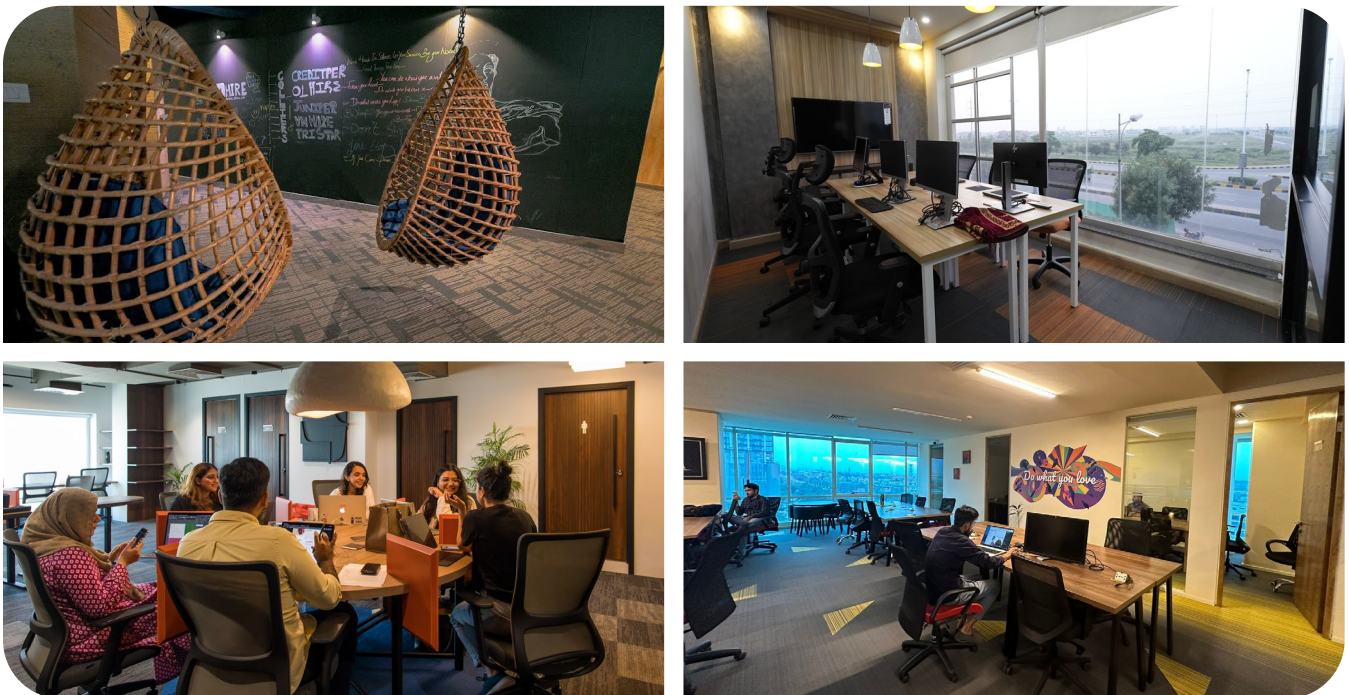


Figure 2 – Traditional Co-working spaces in Pakistan



In a bold stance, The Hive was unafraid to set higher price points than competitors, confident in the value proposition of their exceptional customer services and the amenities being provided at their spaces. Emphasizing good housekeeping, robust infrastructure, and a culture of accountability, The Hive cultivated a work environment where operational and customer service teams collaborated seamlessly to a great customer experience.

Noteworthy instances of going above and beyond for clients included spending excessive amounts of time in testing and ensuring internet connectivity at a specific bandwidth and speed that was a particular requirement of a client to facilitate connectivity to their regional office in Dubai – thus showcasing The Hive's commitment to proactive problem-solving and client-centric service delivery. The organization's commitment to customer feedback and support was evident through multiple communication channels, a dedicated customer support webpage, a specialized call center team, and customer surveys conducted bi-annually to gauge service quality and address evolving needs. Unsurprisingly, The Hive's average client retention period is three and a half years, underscoring the enduring value and satisfaction experienced by clients at The Hive, validating the organization's decision to prioritize service excellence over price competition.

The Hive's customer service initiatives extended beyond surveys, encompassing tailored services like 'Built to Suit,' post-visit surveys for potential clients, and a robust calendar of networking events and internal gatherings designed to foster community engagement and enhanced client experiences. For example, monthly breakfast arrangements at each center symbolized The Hive's dedication to fostering a welcoming and inclusive environment for all members.

2.6 Agility, Learning from the Past, and Improving Systems at The Hive:

At the outset of its operations, The Hive struggled with different systems and manual data entry, where they learnt the importance of better organization themselves and use of technology for efficient operations. So, they started improving their systems and data management to make better decisions and manage risks effectively.

In 2021, driven by a commitment to continuous improvement, The Hive transitioned from manual Excel sheets based financial records to QuickBooks and an Enterprise Resource Planning (ERP) system, proactively addressing evolving business needs and ensuring seamless financial management. Leveraging system reports for occupancy trends, revenue analysis per square foot, cost monitoring, and pricing decisions, The Hive embraced data analysis and data-driven decision-making to inform strategic initiatives and optimize operational performance.



They also improved their marketing messages, redesigned their upcoming centers based on the learnings from past experiences and used data to make energy use more efficient. They also changed their management structure from having Center Managers to City Managers, which helped cut costs and make operations more efficient. This showed how agile The Hive was in adapting changes in the business world.

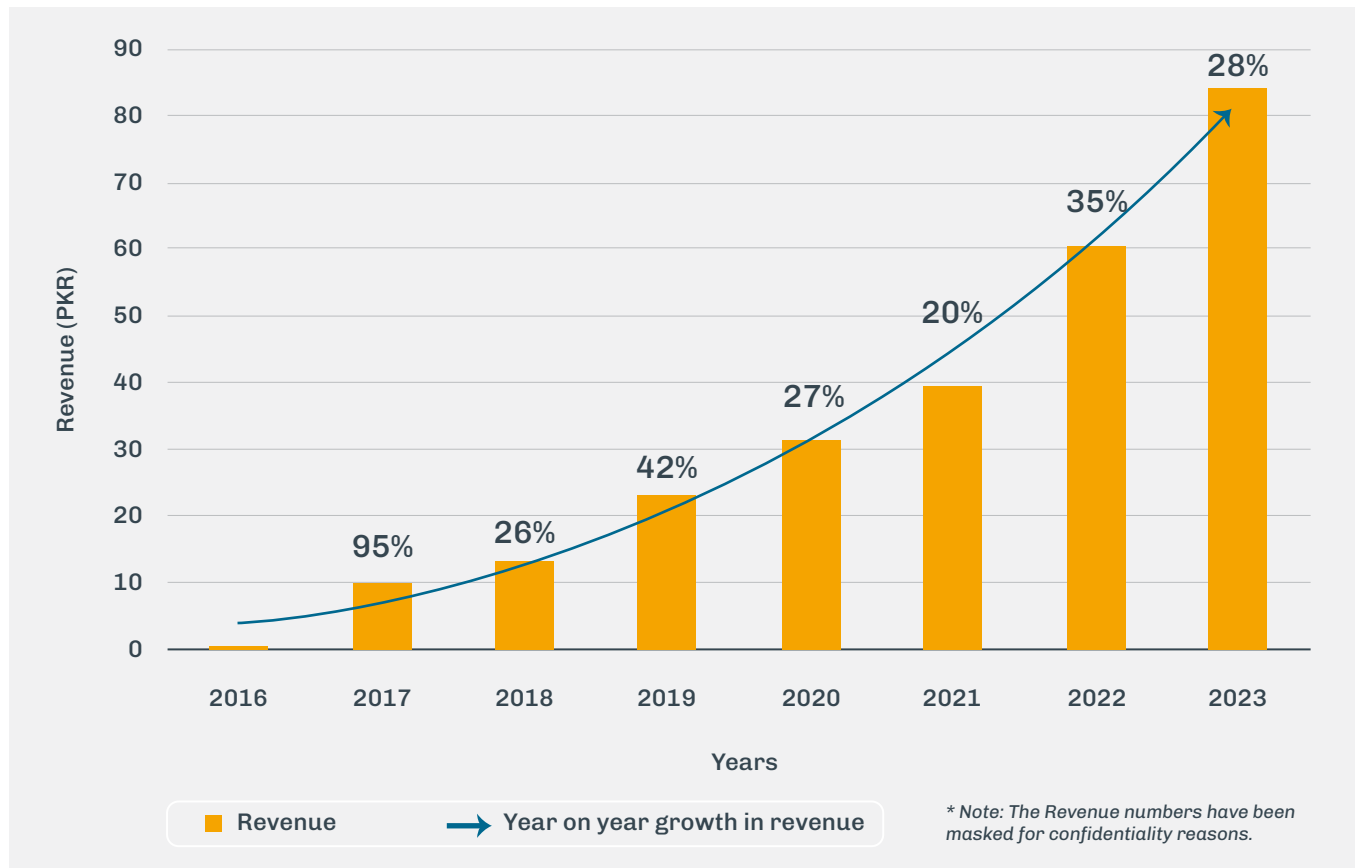
In 2023, The Hive made a crucial decision to use a Customer Relationship Management system (CRM) along with its apps. This helped the Sales Community Department track sales leads better, improve customer onboarding, and make the overall customer experience better. This investment in CRM technology was a big step forward, making customer engagement and operations smoother. By using centralized lead management systems, integrating CRM, and improving internal controls, The Hive saw significant growth. They used data-driven decision-making and modern tech to solve problems like losing leads and became more efficient. This led to better financial performance, higher revenue, and a stronger brand reputation.

In conclusion, The Hive's proactive approach to agility, learning from past experiences, and system improvements, coupled with embracing data-driven decision-making and leveraging modern technology, propelled the company towards enhanced operational efficiency, improved financial performance, and a strengthened brand reputation. Corporate Governance practices adopted by The Hive are in line with recognized Corporate Governance frameworks. Appendix B details a mapping of the company's practices with the relevant framework principles.



3. IMPACT ON BUSINESS GROWTH

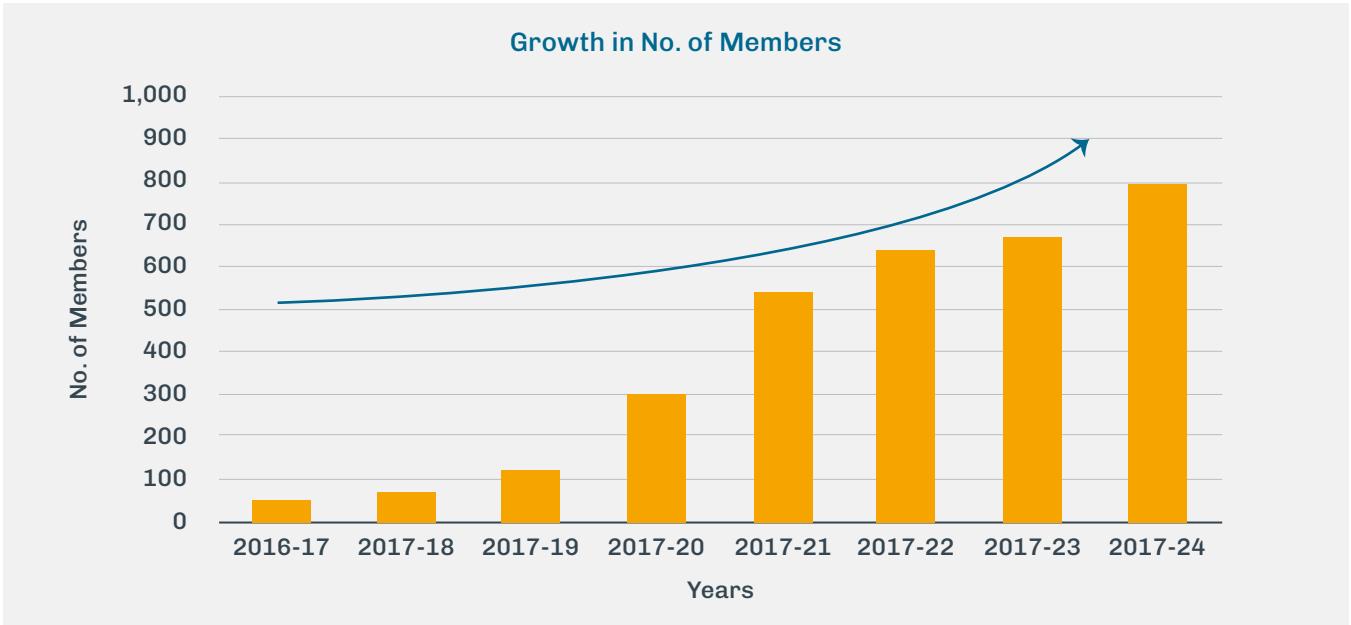
The Hive's impact can be gauged both in quantitative and qualitative terms. The graph below clearly illustrates the exponential growth in revenue, in particular from 2019 onwards:



Some of The Hive's qualitative impacts include:

- Revolutionizing the work landscape by providing high-quality co-working spaces, empowering individuals, and businesses to thrive in a collaborative environment. Within a period of 8 years, The Hive was able to expand significantly from having just 3 customers to a thriving community of 60 clients. The growth and expansion of The Hive can be seen clearly from its establishment in 2016 with its first site, The Hive at Manzoor Plaza, to its most recent, The Hive at NASTAP in 2023. The Hive has continuously expanded its wings, launching new sites almost every year.
- Fostered economic growth by attracting major corporate clients, including industry giants like Microsoft and Dell Technologies, thereby contributing to job creation and business expansion.
- Set a benchmark for exceptional customer service within the co-working space industry, prioritizing client needs and satisfaction, resulting in enduring client relationships and loyalty.
- Championed transparency and integrity in corporate governance practices, instilling confidence among investors and stakeholders, and setting a standard for ethical conduct in the business community.
- Supported community engagement and networking opportunities through regular events and gatherings, fostering a sense of belonging and collaboration among members.





4. THE WAY FORWARD

Looking ahead, The Hive is poised for continued growth and expansion, with plans to potentially go public (IPO) by 2025-2026. Building on its success, the company aims to enhance operational efficiency and customer service through strategic initiatives. Key initiatives include implementing performance metrics aligned with corporate goals, introducing a member portal for improved customer engagement, and instituting quarterly performance reviews to drive organizational excellence. These measures underscore The Hive's commitment to delivering exceptional service and fostering a culture of continuous improvement.

Additionally, the company plans to enhance its footprint to 1 million square foot space, to solidify its position as an industry leader. To support its growth trajectory, The Hive is actively seeking a second-in-command Cofounder and Executive to strengthen its leadership team and drive strategic decision-making. The vision for expansive growth might be challenged if the newly acquired leadership is not in sync with the company's swift pace and dynamic expansion plans. Further to this, a key component of The Hive's expansion strategy involves the acquisition of a comprehensive facility management system. This advancement will enhance its operational capabilities and foster readiness for future growth. The move to incorporate automated solutions into its core business processes underscores The Hive's commitment to driving innovation in its operations and services. With a focus on innovation and customer experience, The Hive anticipates a period of aggressive expansion, underpinned by operational excellence and a dedication to meeting the evolving needs of its clients. By prioritizing talent development, performance optimization, and accountability, the company is poised for sustained success and continued growth in the competitive co-working space landscape.

5. APPENDIX A – THE HIVE’S TOP 10 CLIENTELE

Avanceon Limited	Cambridge University Press	Dell Technologies Pakistan	Hugo Bank Limited	Mashreq Bank Limited
Microsoft	Neem Exponential (Pvt.) Ltd.	Rafhan Maze (Pvt.) Ltd.	Signify Pakistan (Pvt.) Limited	Union Pay International



6. APPENDIX B - MAPPING OF KEY CORPORATE GOVERNANCE PRACTICES ADOPTED BY BKK WITH THE LEADING CORPORATE GOVERNANCE FRAMEWORKS

Corporate Governance Principles	Key initiatives	How it helped The Hive
Pillar 1: Culture and Commitment to good Governance		
<p>Principle: Vision, mission, and core values of the company are developed and communicated to all stakeholders and updated from time to time.</p>	<p>Defined and communicated vision, mission, and core values:</p> <p>The Hive emphasizes the integration and dissemination of the company's vision, mission, and core values. This is achieved through onboarding presentations for new hires, incorporating these principles into key performance indicators (KPIs), and detailing them in the employee handbook.</p>	<ul style="list-style-type: none"> Enhanced alignment and engagement among employees by clearly defining and communicating The Hive's purpose and expectations through structured onboarding and performance metrics. Strengthened organizational coherence by embedding The Hive's foundational principles into everyday work life, driving performance and strategic direction.
<p>Principle: A well-defined organizational structure is in place with clear reporting lines.</p>	<p>Well established corporate hierarchy:</p> <p>The Hive has established structured hierarchies that empower employees. The company's framework is organized into four main functions—Operations, Finance, HR, and Sales & Community—which clarifies reporting lines.</p>	<ul style="list-style-type: none"> Streamlined decision-making and accountability within The Hive by defining distinct functional areas with clear reporting lines, enhancing operational efficiency. Facilitated employee development and career advancement opportunities through a well-structured organizational framework, boosting morale and retention.
<p>Principle: A code of ethics and conduct is in place and is communicated regularly that serves as the foundation for basic conduct, shaping the organizational climate and culture.</p>	<p>Establishing Code of Ethics:</p> <p>The Hive has established a Code of ethics and implemented a strict zero-tolerance approach to any breaches of integrity from the beginning, emphasizing its strong dedication to ethical practices.</p>	<ul style="list-style-type: none"> The Hive's strict code of ethics and zero-tolerance approach has helped reinforced a culture of integrity, attracting clients and employees who value ethical business practices. By consistently upholding ethical standards and taking decisive action against violations, The Hive has bolstered its reputation as a trustworthy and principled organization.



Corporate Governance Principles	Key initiatives	How it helped The Hive
<p>Principle: Responsibilities and authorities for key management positions and documented in the form of clear job descriptions.</p>	<p>Documented Roles & Responsibilities:</p> <p>The Hive has prioritized clarity and accountability by establishing Key Performance Indicators (KPIs) for all team members and providing detailed job descriptions to define employee roles and responsibilities.</p>	<ul style="list-style-type: none"> By setting clear KPIs and job descriptions, The Hive has improved individual accountability, ensuring that all team members understand their specific roles and objectives. The clear delineation of responsibilities has facilitated more efficient workflows and decision-making processes within The Hive.
<p>Principle: Owner/Leader provides entrepreneurial strategic leadership and delegates work to managers/specialists empowering people and mentoring, coaching them to develop human resource.</p>	<p>Strategic Leadership & Delegation of Work:</p> <p>Owais, Cofounder and Executive at The Hive, empowers his team by delegating operational management to them, allowing for autonomy in their roles. This approach not only fosters employee development through mentorship and coaching but also enables Owais to focus on strategic growth and new business opportunities, aligning with the practices of successful modern leaders.</p>	<ul style="list-style-type: none"> Owais's approach to empowering his team for daily operations has cultivated a self-sufficient workforce, allowing for streamlined processes and a focus on strategic growth. By delegating operational tasks, Owais has dedicated more time to strategic planning and new projects, driving innovation and facilitating the expansion of The Hive.

Pillar 2: Decision Making and Strategic Oversight:

<p>Principle: A Board of Directors is in place for independent oversight, strategic guidance and advice.</p>	<p>Strategic Board Leadership:</p> <p>The Hive Board of Directors recognized the importance of establishing a robust control environment and corporate governance practices.</p>	<ul style="list-style-type: none"> The Hive Board of Directors implemented a strong control environment and corporate governance practices, ensuring effective oversight and responsible management of the organization.
<p>Principle: The company's strategy, results and long-term goals are reviewed on an annual basis.</p>	<p>Adaptive Business Strategy Document:</p> <p>The Hive has established Business Strategy and a long-term vision, which are essential for fostering stability and growth.</p>	<ul style="list-style-type: none"> It enabled The Hive's leadership to make strategic decisions with foresight, supporting the principle of regular scrutiny of the company's long-term goals and performance.
<p>Principle: Key performance indicators are used as an effective performance evaluation and motivation tool for key management and technical staff.</p>	<p>Strategic Performance Management:</p> <p>The Hive has implemented the use of Key Performance Indicators (KPIs) and Performance Appraisal systems, aligning with the principle of utilizing KPIs to assess and motivate the performance of key management.</p>	<ul style="list-style-type: none"> The Hive effectively leveraged Key Performance Indicators (KPIs) to enhance the assessment and motivation of its management and technical teams, driving performance improvements. The implementation of Performance Appraisal systems provided a structured approach to employee evaluation, contributing to the strategic development of staff competencies and organizational success.



Corporate Governance Principles	Key initiatives	How it helped The Hive
<p>Principle: Prepare financial statements in accordance with recognized accounting standards.</p>	<p>Transparent Financial Reporting:</p> <p>The Hive's mandates the preparation of financial reports and the execution of annual audits by a distinguished audit firm, ensuring compliance with recognized accounting standards.</p>	<ul style="list-style-type: none"> The Hive's adherence to recognized accounting standards through meticulous financial reporting and annual audits by a reputable firm has bolstered the integrity and reliability of its financial statements.
Risk Management and Internal Controls		
<p>Principle: There is an external auditor who directly serves the interests of shareholders/stakeholders by independently ensuring that the company is practicing sound fiduciary control and reporting accurately, fairly, and transparently on its financial accounts,</p>	<p>Commitment to Financial Integrity:</p> <p>The Hive has adopted the corporate governance initiative of providing stakeholders with monthly financial reports, ensuring annual audits by a credible audit firm, maintaining detailed records in accounting system, and broadly communicating annual objectives across the team.</p>	<ul style="list-style-type: none"> The Hive's rigorous financial reporting and independent auditing practices have reinforced trust among shareholders and stakeholders, ensuring the company's financial activities are transparent and accountable. The establishment of a strong financial reporting policy from the beginning has enabled The Hive to maintain clear fiduciary control, enhancing its reputation for integrity and operational excellence.





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About Karandaaz

Karandaaz Pakistan is a not-for-profit public company limited by guarantee set up under Section 42 of the Companies Act, 2017. Karandaaz was established in 2014 with seed funding from UK Government's Foreign Commonwealth and Development Office and the Bill & Melinda Gates Foundation. Karandaaz Pakistan is an impact investment platform that drives sustainable economic growth and strengthens financial and social protection systems for inclusion. Its main area of focus is to address challenges faced by SMEs and unbanked individuals¹ in Pakistan with respect to access to finance to foster economic growth and prosperity for Pakistan.



Karandaaz Capital

This vertical provides wholesale structured credit and equity-linked direct growth capital investments in micro, small and mid-size enterprises that have the potential to contribute to sustainable growth, and employment generation in Pakistan.



Karandaaz Digital

This vertical focuses on expanding the access to digital financial services in Pakistan by working across the ecosystem with all stakeholders in the following work areas: digital public infrastructure, payment systems, policy and regulation, seeding innovation, experimentation and solutions development, and scale and outreach.



Karandaaz Innovation

This vertical provides risk capital and technical assistance to support innovative solutions aimed at financial inclusion and entrepreneurship especially in marginalized sectors. A key component of the work includes providing business development support and growth capital to women led businesses and green ventures to facilitate their expansion and scale up.



Karandaaz Research & Insights


This vertical supports the company's core financial inclusion goal by developing and disseminating evidence-based insights and solutions to influence markets and the financial ecosystem.

For more information, contact us at: info@karandaaz.com.pk



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