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## MOVE Guides (A)

### Abstract

It was a crisp autumn day in London in 2012. Brynne Kennedy and Steve Black, the co-founders of MOVE Guides, were huddling with their lead software developer, Peter Almasi, and their lead angel investor, Kevin Eyres. Their fledgling business had come a long way since its July launch, with pilot programmes underway at Amazon, Tesco and Oliver Wyman. With limited resources in terms of cash and people, they were wrestling with a crucial decision about how best to proceed with their dream of taking the hassle out of the process of corporate moves – hassle that was acutely felt not only by those moving, but also by the HR professionals tasked with administering the moves.

One option was to focus on the enterprise market, creating software solutions to facilitate the management of lump-sum moves for corporate clients, which appeared to hold promise. Alternatively, they could focus their efforts on consumers and build an online marketplace to connect relocating employees with the myriad of service providers – moving companies, tax advisors and more – that enabled them to get up to speed quickly and (it was hoped) effortlessly in their new cities. The four had agreed that, before the day was over, they would have decided on a way forward.

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Tiffany Putimahtama and John Mullins, Associate Professor of Management Practice, London Business School, prepared this case as a basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation. Certain facts and all financial data have been disguised.

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