

FTSE 250 Accountancy & Finance Case Study

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Feedback from Client: *"Pure provided an excellent Executive Recruitment service to find our Head of Finance Shared Service. The initial scoping was thorough and candidate research in depth. We were kept informed of progress throughout, and given considered advice as to candidate fit. The candidate relationship and negotiation were handled seamlessly. I was particularly impressed by Lynn, who held our hand throughout the process, and offered a personal service that far exceeded my expectation."* **David Brown, Corporate Finance Director**

Feedback from the successful candidate: *"I would have absolutely no hesitation in recommending Pure to friends looking for a new role, and I have no hesitation in using Pure for my own recruitment needs, quite simply they have my respect for their specialist knowledge and my trust because of the way they handled my case."* **Lindsey Ryan, Head of FSS**

The Organisation

Greene King the FTSE 250, market leading pub retailer and brewing leisure company has a unique heritage spanning 200 years. They have grown significantly over the last 10 years through a number of targetted acquisitions and their formula has proved very successful, achieving strong industry leading results.



The Brief

In May 2009, we were asked to recruit a Director of Shared Services for Greene King plc, based in Bury St Edmunds, Suffolk.

This was a new role as the company had recently made the decision to create a shared service centre. They were keen to attract a candidate with a proven track record within shared services and they were also keen to try and avoid the cost of relocating a candidate, even though there are very few shared service centres in East Anglia.

Pure

Resourcing
Solutions

Accountancy
Office
Human Resources
Executive



The Solution

We recommended a combined approach, to source candidates that involved targeted search of shared service centres within the UK, web based advertising and networking through our database. Greene King were keen to build on their brand, particularly as they had recently announced some good results. Therefore we discussed the benefits of advertising nationally in the Times. We managed to negotiate a very favourable rate, but advised Greene King that as their budget was limited, we should wait to see the response from search and web based advertising prior to investing in national advertising. This proved to be correct.

The main challenges were:

- Attracting shared service candidates to Bury St Edmunds where there are no other shared service centres and hence further career opportunities could be limited
- Our research proved that there were only five small shared service centres in Suffolk, Norfolk, Cambridgeshire and North Essex
- All the people working within the shared service centre were undergoing a huge change. None of them had experience of working in this field and the role required very effective management, coaching and leadership skills
- Given the uncertain economic climate, good candidates that are already in jobs are difficult to attract out of their current posts
- The web based advertising attracted a huge response and some very good candidates that were working in European shared service centres, making the interview process difficult.

Twelve candidates were interviewed for the role. We agreed a structured telephone interview for overseas candidates that could not easily travel to the UK for interview. Five candidates were presented at a short-list meeting and we agreed to prioritise four for initial interviews. The short-listed candidates were sourced from all methods (search, advertising, network).

Pure advised how to best structure the interviews as there were several stakeholders that needed to be involved in the recruitment. The first interview involved a tour of the facility by team members, providing the candidates with a great opportunity to ask questions.

At second interview stage, Pure wrote a presentation brief and Pure met with the Finance Director after each interview stage to gather and pass back immediate feedback.

The Results

The successful candidate lived in Colchester and hence did not need relocating. She had previously helped set up European shared service centres, had very strong project management skills and was a strong manager/ leader.

The thorough search meant the company had not wasted money on expensive national advertising, even though they had assumed they would need to at the outset.

Greene King received some comprehensive market information about shared service centres in UK and Europe and received strong support through the interview and assessment process. We continue to support Greene King by putting them in touch with the established shared service centres locally and recruiting as the team grows.

For more information on our executive recruitment expertise and services please contact Lynn Walters on 01223 209888

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