



Why You're Screwing Up Your Recruitment Process, and How To Turn It Around

Introduction

Have you ever found yourself in a never-ending hiring loop? Or maybe when you are hiring, you're not blown away by the talent or can't attract the ones you want?

Well, what if it's not them... it's you?!

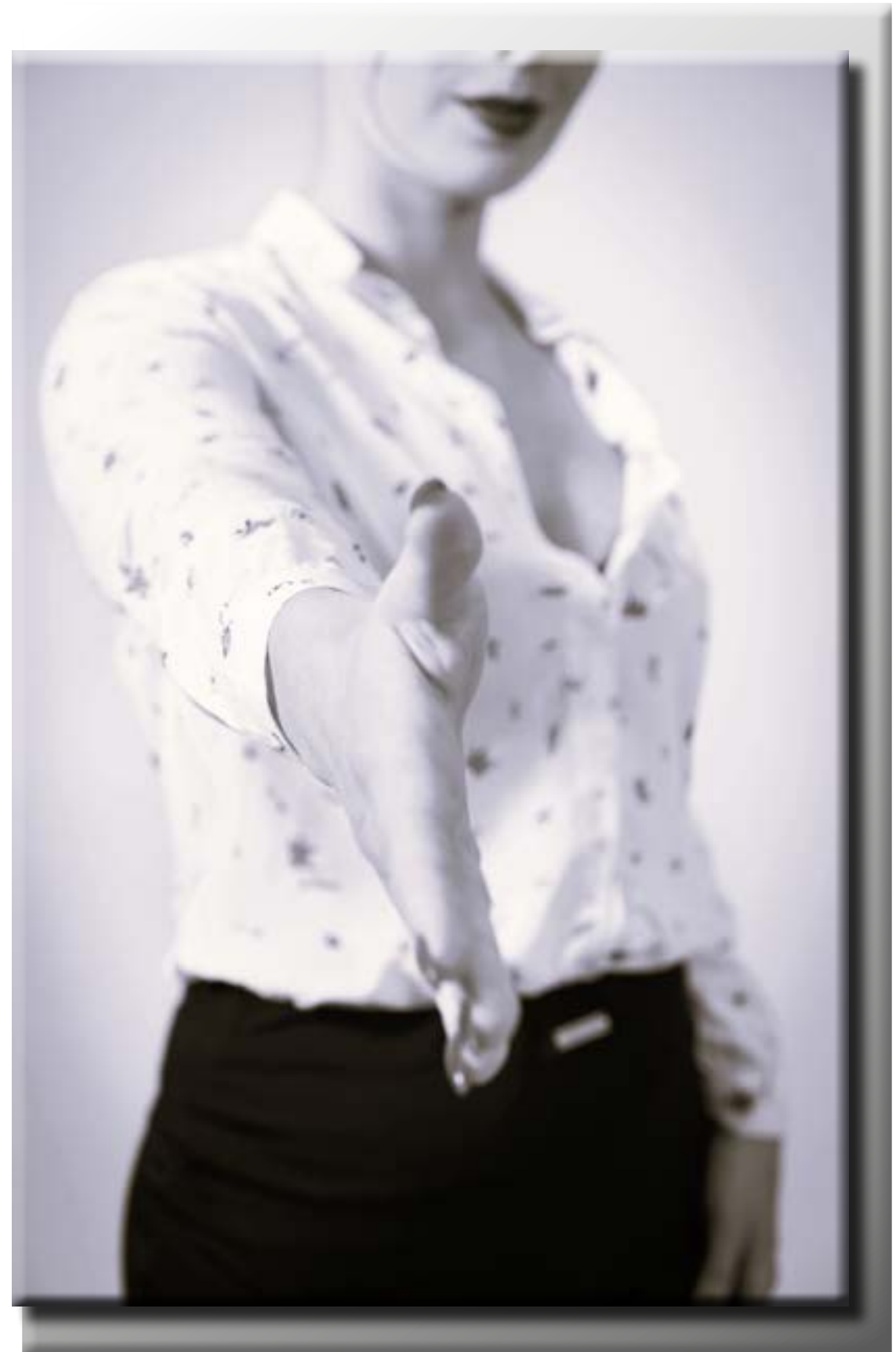
You might think you're doing all the right things; set a good salary, promote your company culture, have a great process, and you even use recruiters! We get it... You're probably reading this, scratching your head.

From spending many years within the FMCG recruitment industry, we have seen the many mistakes founders and hiring managers fall foul of, because when we pitch a role to a tier 1 candidate and they don't fancy it, they don't hold back in telling us why.

We have identified 11 common ways recruitment processes go south - whether one or a few of the issues raised resonates with you, we hope you will find some helpful information and handy tips to help you turn around your hiring process... so that when you need to expand and hire...

...It's exciting... not a dread!

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The 11 Issues

Over the many combined years the Signature team have been in the FMCG industry recruiting Sales and Marketing candidates, these are the 11 most common pit falls we see founders and hiring managers fall foul of.

1. You use Budget, Ineffective Recruiters
2. You're Using Multiple, Competing Agencies
3. You're Not Selling You're Opportunity Well Enough
4. Your Hiring Process is Slow, Rigid and Outdated
5. You're Not Keeping up with Salary Expectations
6. You Low-ball Candidates
7. You're Not Flexible Enough
8. As a Founder or Hiring Manager, You Have Unrealistic Expectations
9. Candidates Have More Choice Than Ever
10. Candidate Loyalty Has Decreased
11. You Fail to Identify the Right Top Talent for Your Business

Whether one or all of these resonate with you, we hope the following 11 chapters that break each one down will help you fix this blocker that's been a bug bear in your recruitment process.

We've even provided some free downloadable tools throughout this eBook to help you along your journey from dread to drive the next time you start a your next recruitment process.

Poll: Is your Hiring Strategy Attracting Talent - or Pushing Them Away?

In May 2025 we asked our LinkedIn network:

“Candidates: If you were considering a change in role, or already in a hiring process, which of these is the biggest turn off for you?”

Low-budget, bad recruiters	31%
Contenting - multiple agencies	10%
Poor employer branding	4%
Rigid / outdated hiring process	55%



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1. You're Using Budget, Ineffective Recruiters

The Issue

Too many FMCG businesses make the mistake of viewing recruitment as a cost to minimize, rather than a strategic investment. They opt for 'stack it high - sell it cheap' recruiters who can offer low fees through a mass market approach that incentivises their consultants to send as many CVs as quickly as possible - regardless of the quality or if the candidates actually fit the brief/ are a good culture fit.

This approach doesn't attract top-tier talent. It attracts volume. And volume doesn't mean value... you actually just need one candidate who excels!

That said, if you're reading this and you're in a business which isn't growth focused or doesn't place value on investing in talent, maybe the volume approach does work for you. If, however, you're a growth orientated FMCG business who place a value on people, you need to read this!



The Example

Take Brand X, a growing own-label food company. They worked with a 15% agency to save on upfront cost and didn't qualify their ability to deliver. The recruiter they chose bombarded them with CVs, which created a lot of admin, sifting through to see which one actually fit the brief, which wasted valuable time as most didn't operate in the right channel never mind fitting the experience required.

This is essentially throwing spaghetti at a wall and hoping some sticks! They eventually hired a candidate who left within 6 months. The cycle then repeated.

This cycle is false economy - buy cheap, buy twice... as the saying goes. This company didn't just lose time and money, it could cost the loss of credibility in the job market and damage their reputation with potential future hires, never mind the opportunity cost of the loss of business growth as you didn't have the right person in place to begin with.

So what can you do about this?



The Fix

Treat recruitment like marketing. If you wouldn't hire a budget agency to build your brand, don't use one to build your team. Your team ARE your brand, and your brand IS your team.

- **Work exclusively with a specialist recruiter.** Find a recruiter who knows your industry and takes the time to understand your brand, your goals, and the type of person who will thrive in your business.
- **Invest in quality over quantity.** A great recruiter doesn't just fill roles - they elevate your entire hiring strategy, and, they will be able to evolve and adapt at the same time you and your business evolves and adapts.
- **Shift the mindset from cost to value.** What's the cost of a bad hire or six months with the wrong person in a key commercial role? If you have these figures mapped out, you can plot this against the % cost of a recruiter. But don't just stop there, research your recruitment agents - check out 3rd party testimonials either on LinkedIn or on their website.

Click the below for your free guide on how to choose the right recruitment partner for you!



The Compromise

Your budget has to work for you, so you have to select a recruitment partner that fits with that budget. Paying less doesn't need to be a red flag for your hiring process, however, this is what you will need to consider compromising on:

- **Time to hire:** If you're sticking with budget recruiters, invest more time in crafting detailed briefs and pre-screening criteria. This should reduce CV spam and sets expectations upfront. Even with this, you may need to accept that you will need to invest a lot more time into drawing down a short list.
- **In-house Recruitment:** It could be worth introducing an in-house recruiter or talent acquisition person to manage the process and filter CVs - this will ensure better alignment with your brand and culture.

Like any investment, you get what you pay for. If you want to buy a Mercedes, you wouldn't buy a banger and expect it to run, feel, and perform the way a Mercedes does, would you?

Shift your mindset on how you invest recruitment, and it will pay dividends in the long run.

2. You're Using Multiple, Competing Agencies

The Issue

Using multiple agencies may feel like a cost-effective way to recruit, and a wider net cast, but in reality, all those nets are being cast in the same pool, over the same shoal of fish. This, in turn, cheapens your brand and demotivates the people representing you in the market. It essentially turns into a recruitment bun fight, and a rat race to see who can get the candidate ownership by getting them in front of you first!

Put yourself in the recruiters' shoes - would you spend time screening candidates, making sure they absolutely fit the brief, pre-interviewing them and compiling a great short list just to find out all those great candidates have already been sent by another agency? No. It would be a complete waste of your time, so you're going to fire as many CVs over in the hope that one of those sticks!

To go further, when candidates see your role advertised by different agencies, or are getting called for the same role by different agencies with conflicting details, it would stand to reason them thinking: *"If this is the way they recruit, what's it like working there?!"*



The Example

A London-based SME needed a Head of Marketing. They briefed 3 agencies and assumed they'd get short-list quickly. What actually happened?

Candidates were confused by mixed messages, interview feedback loops were inconsistent, and some candidates dropped out altogether - either frustrated or put off by the chaos.

What's worse, when they did eventually hire, they had to deal with another agency claiming they had introduced the candidate first (and they can prove it), so now they had to deal with mitigating fees from two agencies!... Is the stress worth it?



The Fix

- **Choose one trusted, market specialist recruiter to manage your role exclusively.** This guarantees they'll invest more time in quality over speed, protect your brand, and ensure a consistent message all the while being able to reach out to the entire market, as yes, you guessed it - they're specialist, so they know everything that's worth knowing and no need to engage multiple agencies.
- **Treat your recruiter like a strategic partner, not a supplier.** Give them the insight, access, and support they need to tell your story properly.
- **Focus on the quality of representation.** The way your recruiter speaks about your brand is often the first impression candidates get. Make sure it's a good one.



The Compromise

If you're not overly sold on working exclusively with one recruitment partner, here are the compromises you might need to consider:

- **Time & Quality:** You might need to accept that working with 2 or more agencies at the same time could take more of your time due to the volume of CVs you will be getting sent. Because each recruiter is wanting to win the race, they might not take the time to check their candidate fits the brief - so you will have to ensure you're adding an extra screening layer from your side.
- **Extra Due Diligence:** To avoid some potential laborious arguments with recruiters over candidate ownership, it would be advisable to put some systems in place to ensure you are absolutely confident which candidate got introduced by who. A simple email search with the candidate name could show up if you've been sent them before.
- **Stagger your approach:** Brief one agency first with a short exclusivity window, if they don't deliver then bring in a second.



3. You're Not Selling Your Opportunity Well Enough

The Issue

Top talent isn't scrolling job boards looking for a new gig... they are already thriving and being very well looked after in their current job! So, to get their attention, you need to inspire, not just inform.

If you're just relying on a job ad with a list of duties, and you can't explain why someone should leave a great role to join you - you've already lost.

The Example

Brand C wanted a Commercial Director and decided to do their recruitment in-house. This company is a great brand, they have a fab office space, and a lovely culture - great for someone with a high-growth mindset. They approached recruitment by putting out a job ad with a JD that sounded like a shopping list:

- ✓ Manage Team
- ✓ Report to MD
- ✓ Drive Growth

No mention of the company's vision, culture, leadership program and ethics, or how this role would shape the future along with the career growth potential.

The Fix

- **Tell a compelling story.** Why should someone leave a secure job for this role? What impact with they have? How will this role grow with the company?
- **Focus on the "why" as much as the "what".** People want to be part of something exciting, not just fill a seat.
- **Work with your recruitment partner to pitch your business with passion.** Think of it like a sales pitch - You're selling the opportunity not just filling a vacancy.
- **OR... if budget is tight and you have no option but to recruit yourself** - download this [quick 10 step guide which gives you the basis of running a successful recruitment process yourself](#) to attract the right person.



The Compromise

We don't think there is a compromise for not selling your business and opportunity well enough. If you want the right talent, make sure you're giving it your all. No excuses.

Poll: Are Your Unrealistic Expectations costing You Top Talent?

In May 2025 we asked our LinkedIn network:

"Candidates: Which of these is your biggest turn off when you're in a hiring process?"

Salary offer below market rate	48%
Low-balling in negotiations	22%
Lack of flexibility	19%
Founders expecting too much	11%



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4. Your Hiring Process is Slow, Rigid and Outdated

The Issue

Top candidates won't wait around. If your interview process is slow, unstructured or inflexible, you'll lose the people you really want.

Imagine your recruitment partner finding your perfect match... they interview, then you keep them waiting for weeks on end for feedback. Would you wait around? How's that making you feel? Wanted? Didn't think so.

Worse still, if you don't offer hybrid/ remote interview options, or flexibility in how you assess people, you might be filtering out high performer unnecessarily.

It's very much a numbers game in this candidate driven market... and time kills a deal.



The Example

Company "A" ran a five-stage interview process with presentations, personality tests, and panel interviews - mostly in person.

They lost 2 stand out candidates who were juggling demanding roles and couldn't commit to half-days off for multiple in-person stages.

Their eventual hire was someone who was simply available, not the best fit.

The Fix

- **Shorten the interview process.** It seems obvious, but you'd be surprised at some of the lengthy processes we come across. Aim for 2-3 stages max and compress timelines.
- **Be flexible.** Offer video interviews, adjust your process for exceptional candidates, and consider outcome over input.
- **Communicate better.** Ghosting or slow feedback is one of the top reasons candidates disengage. Treat them like gold, and put yourself in their shoes, how would you feel?
- **Book interviews back-to-back.** Avoid week long gaps between stages and book the next stage in the first interview. Like them? Secure the next interview like you would gig tickets for a Taylor Swift tour!!

The moral of the story is, if you wait to be 100% sure, someone else will hire them whilst you're thinking about it!



The Compromise

If changing your hiring process is nigh on impossible, you will need to accept that you might not secure the best of the best you are after for your opportunity.

Therefore, using a search and selection agency might not be the right strategy for you. It might be more suitable to use a job advert and wait for applicants to come to you directly who might be more willing to go through a more lengthy process.



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**YOUR GUIDE
TO
MANAGING A
SMOOTH
RECRUITMENT
PROCESS**

5. You're Not Keeping Up With Salary Expectations

The Issue

In our line of work, we still speak to many FMCG businesses that operate on outdated salary benchmarks, failing to adjust their pay scales in line with inflation and market demand. This can make roles unappealing, especially to top-tier talent who understandably won't consider making a move from a job they are perfectly happy in for less money.

We get this is a frustratingly thin line for a lot of founder-led start-ups - securing a star candidate could mean the difference between your business hurtling towards the big 6 or treading water for years. But that means having to put your hands in your pockets... which can be difficult when you're managing tight margins.

But having to fork out for top talent isn't the only way, and if you can accept some compromises, you might find your hiring process is a little less frustrating and a little more exciting!

Click here to ask us for our current Sales, Marketing & eCom benchmarking

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The Example

A fast-growing SME food brand was offering £45,000 for a National Account Manager role in 2024, a figure based on their 2021 salary band.

Despite having a strong employer brand and great culture, they struggled to fill the role for over 6 months.

Feedback from the candidates was consistent: The salary wasn't competitive. Those same top candidates were being offered £55,000 + by similar-sized competitors.

The Fix

- Keep track of the market:** Either by using salary benchmarking tools, or simply by working with your recruitment partner in between hiring processes, will make inflation in salaries less of a shock when you do come to hiring. This way, you can plan budgets more accurately for your recruitment efforts... if you're reviewing your pay structure once a year, you're already behind.
- Acceptance is the best way:** We get a lot of push back from founders/hiring managers who just can't accept the rise in salary inflation. But the quicker you can accept it, the quicker you can fill your role with the best candidate for your business now.
- Be transparent:** You hope a great candidate will love your brand and story so much that they will accept a decrease in salary. This does happen... but rarely. When you consider people grow into their salary, it's not that simple to take a step back, as it's not a case of want for many, it's a need. The more transparent you are on your job ad's, the more time you will save... and heartache, as you will be attracting the right level of candidate for your role from the outset.



SALARY BENCHMARKING TOOL

Job Title

FMCG Example

£55,000

25% 75%

Low	Median	High
£45,000	£55,000	£65,000

CALCULATE

The Compromise

Don't fixate on the best of the best. Obviously, everyone wants the best candidates, but if your budget doesn't allow for those candidates, you need the next best option. Speak to your recruitment partner to ask for their advice.

You might land a great junior who is on the upward curve and wants to get in with a great brand to kick-start their career. They may not have the al the skills, but they have all the right attitudinal characteristics... and skills can be taught, character can't!

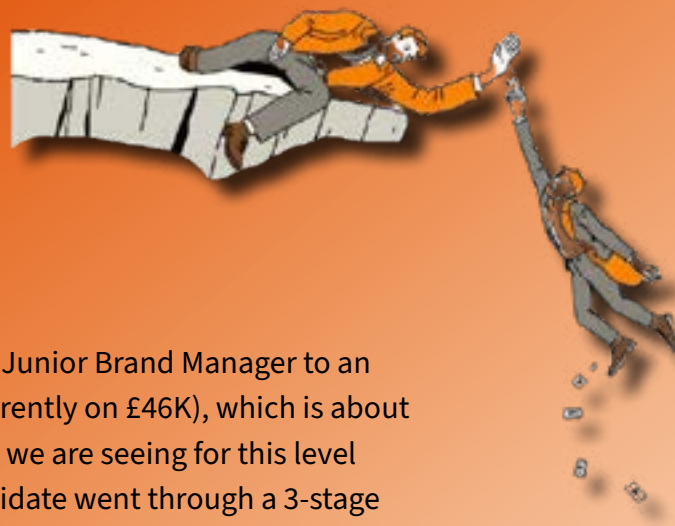
And this way, you save on budget. You compromise on the skill and your time investment, but hit the mark on budget.

6. You Low-ball Candidates

The Issue

Leading nicely on from the last chapter, is the issue of low-balling. What's more damaging than offering a lower salary than the rest of the market, is advertising a salary desirable to the candidate, going through the hiring process, then offering significantly below a candidate's expectations. All this does is signal that you undervalue the candidate and their skills/abilities.

In the FMCG world, where speed and skill are essential, this approach will not only cost you the best people, but could also have a negative effect on your employer brand.



The Example

We introduced a Junior Brand Manager to an SME at £50K (currently on £46K), which is about average for what we are seeing for this level of role. The candidate went through a 3-stage interview process and was offered the role - fantastic! However, the SME offered £46K, which was not only below the £50K they were after, but also amounted to what was essentially a side-ways step.

Despite negotiations and the candidate being excited about the role and team, they declined the offer. The company ended up paying £52K for someone later down the line when they went through the hiring process again, they lost the person they originally wanted, and they spent 3 months without someone in role.

If you're interested in seeing what current salaries are in FMCG Sales, Marketing & eCom, click the link in the Chapter 5 to contact us.



The Fix

- **Trust Market Data:** Build offers based on current market rates, not internal assumptions or "what you think the role is worth".
- **Respect what candidates / your recruitment partner tells you:** If a candidate says they need £50K to move, believe them if it's in line with the current market value. If it's out of range, adjust the profile of your targeting.
- **Be honest:** If the budget is genuinely tight be upfront and adjust the brief to attract candidates in your price range rather than aiming above and trying to bargain down.

"This is similar to when you want to move house. We have a strict max budget but we can't help but filter the houses on Right Move by a cheeky £100K over budget... why do we do this to ourselves?!"



The Compromise

Accept the Gamble, and own the outcome. If you are hell-bent on trying your luck with top talent in the hope they will accept less of a salary to work for you, you need to be comfortable that this is a gamble in so many aspects. You might have just gone through a 2/3 stage process with a great candidate for that time to have been wasted for everyone involved, and, also accept that reputationally this could be a bad strategy.

Or, like the compromise in Chapter 5 - if you can't afford to pay what top talent need, that's OK... just don't fixate on the best of the best.

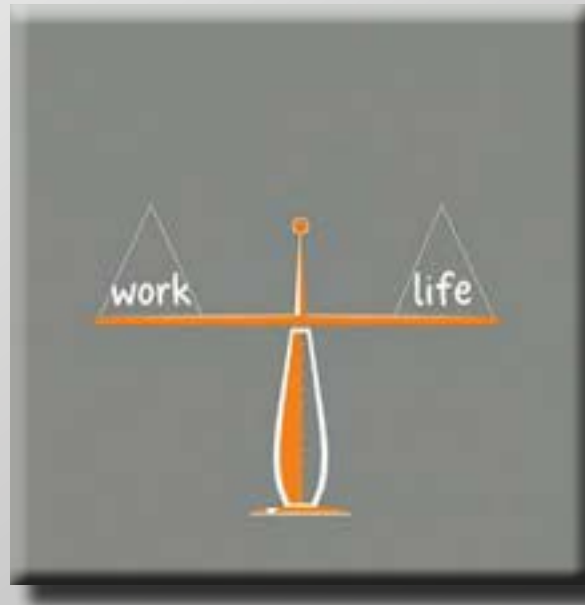


7. You're Not Flexible Enough

The Issue

Work-life balance. Love or hate the phrase, it's a thing... and it means different things to different people. And for some top FMCG sales and marketing candidates, it's not just a nice to have - it's a deal-breaker.

Flexibility has gone from the 2020 fully remote movement to companies being berated on social media for daring to suggest that there may be some good in spending more time in the office... Whichever side of the fence you sit on, it needs to be a consideration, and maybe even a compromise for you to secure the candidates you want.



The Example

An exciting SME in central London was on the lookout for a top National Account Manager to help grow their business in retail. Their role was great, they had an amazing office space and lots of prospects to grow. However, they wanted all employees to be in the office 5 days per week.

Could we find any half-decent candidates who were willing to commute into central London and be in the office 5 days a week in a super competitive space for retail NAMs? ... Could we heck! The Commercial Director just could not accept this, despite us giving honest and stark feedback from the candidates we approached, along with our knowledge of this kind of role, the current market conditions, and the candidates who fill them.

In the end, the company ended up hiking up the salary to well over (and we mean well over) market value to secure a hire.

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The Fix

- **Offer Hybrid in some form:** Even one/two days a week WFH can be satisfactory with flexibility.
- **Raise the salary you're offering:** for many candidates, you might need to make it worth their while - this might need to be your compromise.
- **Trust first - manage second:** If a candidate currently works from home and can demonstrate exceptional performance, why assume they won't do the same for you? Assume they will, trust them, and if not... well manage their performance accordingly and don't be afraid to have difficult conversations.



“If your competitor offers hybrid and you don't, you're already behind... no matter how great your culture is.”

The Compromise

If flexibility is just not featuring for your business right now, you're not alone. Many business leaders are reining in home working, some altogether mandating a 5-day return to the office. Their compromise? Some of their top employees are leaving. And on balance, they seem to be OK with it... But if those exceptional employees are leaving due to lack of flexibility, it stands to reason they won't be coming to you either.

- **Lower your expectations on quality:** Instead of looking for someone with years of experience and demonstrate success, why not find someone more junior or requires a more hands on management approach, who is more likely to want to push their career forward in the traditional office environment. Or, consider candidates out of industry who want to make a move into FMCG.
- **Time to hire:** If you can't compromise on quality, you will need to accept that it is going to take longer to find the person who is willing to work full-time in the office.

8. As a Founder/Hiring Manager You Have Unrealistic Expectations

The Issue

Many founders & hiring managers assume that what motivates them: long-term vision, long hours and... adrenaline - is what will motivate everyone else. Wrong. As a founder-led business ourselves, this is something which has been reflected on and battled with for many years... admitting defeat!

Candidates, even senior ones, are often looking for stability, development, recognition, and a good work-life balance (whatever that looks like to them). Misunderstand this, and you'll pitch roles in a way that fails to resonate, or worse, actively puts people off.



The Example

An FMCG startup - a great, ballsy company with a great product and lots of heart, pitched a Commercial Director role to candidates as a “gritty, boots-on-the-ground, startup hustle” gig. The founder led with “we don’t do 9-5 here” but promised a big upside “if you stick it out for 3-5 years”.

They were baffled when strong candidates dropped out after first interview, dubbing them as “weak” or “lacking work ethic”. But knowing the candidates for a while, and what they had achieved in previous roles, couldn’t be more to the contrary. So, what was wrong? This founder wasn’t offering a compelling *now*, just a vague future, high stress, and little balance. Candidates who are actively interested in a startup (represented correctly we’re assuming here), get what it takes in a startup and they’re up for it. But they’re not the founder. There is a difference.

The Fix

- **Redefine commitment:** Commitment doesn’t mean 15-hour days. It means performance, ownership, and strategic thinking.
- **Sell both the journey *and* the present:** What support, culture, and clarity do you offer *today*?
- **Set boundaries:** Let your team know what’s expected, but also what’s not expected. Give them permission to switch off.
- **Recognise that motivations vary:** Some want purpose, others want prestige, flexibility, or progression. It’s your job to find the alignment, not assume it, and your recruitment partner can be a vital ally in finding out what your potential candidate’s motivations are.



“Founders... you built the business because you’re wired differently. Your team didn’t. And that’s OK. But you need them to get you to the next phase of growth.”

The Compromise

Your company culture might have to be the compromise here. If you just can’t get your head around your employees not giving the same blood, sweat and tears to your business as you do, you might be creating a negative working environment, which statistically means higher employee turnover, burning cash, missed opportunity cost and poor employer brand.

If you’re OK with that - that’s your compromise.

Click here to download our FREE “How to hire on business need not in self-image” checklist



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9. Candidates Have More Choice Than Ever

The Issue

So what does the choice for candidates look like? As we’ve already established in the last chapter, top FMCG talent holds all the cards. Candidates are being approached constantly by multiple brands, recruiters, and platforms. They can afford to be selective - and they are.

The Example

We worked with a candidate who was interviewing with a fab client of ours, but she was also in another process through a different recruiter for a different brand. The processes were running more or less parallel to each other, and were, in all fairness, pretty equal in package. But our client was offering slightly less base salary than our competitor. She got an offer from both companies, but decided to go for our client as they were highlighting career progression, whereas the other was not. So even though she accepted a slightly lower offer, she was more attracted to the brand that promised faster development and broader responsibilities within 6 months.



The Fix

- **Be proactive with selling your role:** Assume you’re pitching, not just interviewing - you’re not the only option on the menu!
- **Talk progression early:** Show a clear path for growth - don’t just mention “potential”.
- **Champion your culture and employer brand:** With all the options a candidate has... why choose you?
- **Market test your package regularly:** As we said in chapter 6 - you may be falling behind in the salary race without realising.

It’s worth remembering that the best candidates aren’t desperate. You’re not the only one chasing them - make it clear why you’re the best option.

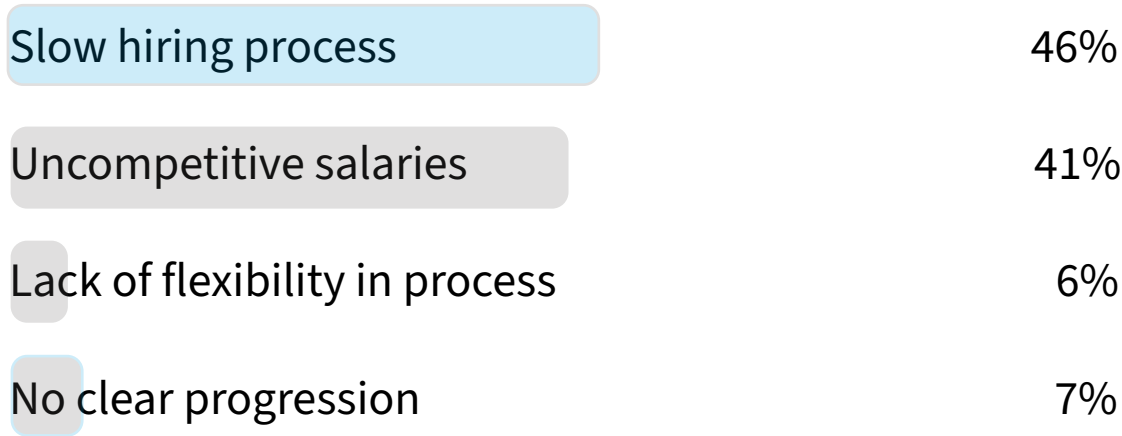
The Compromise

- **Time, time, time:** If you can’t make the changes in the fix, you might need to accept that finding the right person for your team is going to take more time.
- **Recruitment services:** If you haven’t got the time or the inclination to do the above, partner with a recruitment agency to do it for you.

Poll: What’s the BIGGEST reason you’re loosing top FMCG Talent?

In June 2025 we asked our LinkedIn network:

“Candidates: In a world where you have plenty of options, what would make you duck out of a recruitment process you’re in”?



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10. Loyalty Has Decreased as Candidates Prioritise Their Career

The Issue

The idea of an employee staying with you for 5-10 years is fading fast. Today's FMCG talent changes roles every 1-2 years with the purpose of accelerating growth. If you don't offer progression, you could end up being a stepping stone.

You might be OK with this depending on your business goals, but if retention of top-quality employees features in your long-term strategy, you will need to focus on what to offer your candidates after you've attracted them to your business.



The Example

When candidates get in touch with us with the view of us placing them in a new role, the most common reason is "lack of development". A lot of businesses we work with want high-performing, ambitious candidates, but then fail to understand by their sheer nature, they want growth and challenge.

These candidates end up moving to roles with clearer growth ladders, even though they liked the company they were currently with.

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The Fix

- **Be upfront about development:** Share time-lines and what's needed for promotion.
- **Offer stretch projects:** If speedy promotions won't be realistic in your business, no matter how good the candidate is, consider offering projects that let people grow in-role, not just by title.
- **Review salaries regularly:** Don't just check salaries to attract new starters, remember, your current employees might be the object of a recruiter's affection... and if they feel they are underpaid, they might just be swayed.

**"FMCG talent
changes roles
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The Compromise

- **Higher turnover:** If you're hiring for a role that just doesn't offer progression, but you still want the hungry hunter to sell your product, you need to accept they might see your opportunity as a stepping stone.
- **Steady Eddies:** If higher retention is more important for you long term, you might need to compromise on the hungry hunter, and settle for a steady Eddie, who might not move mountains, but will be steadfast and loyal.

The bottom line is, if your team can't grow with you... they'll outgrow you.

11. Because you Fail to Identify the RIGHT Top Talent for Your Business

The Issue

Hiring top talent is only valuable if it's the right kind of top talent for your business. Too many FMCG businesses make the mistake of assuming that someone who performed well in a competitor or larger Blue Chip, will automatically replicate that success in their business.

Although demonstrable success is the perfect indication they will perform in the same way for you, it's not always the case.

It's not just about qualifications and experience. It's about mind-set, adaptability, Culture fit and growth potential. A lot of companies miss the mark during interviews by focusing on surface-level experience, rather than diving into how the candidate achieved their results and whether those behaviours align with your success model.



The Example

A challenger brand hired a Sales Controller who came from a well-known global FMCG business. On paper they were perfect - big wins, great brands, glowing references.

But within 6 months, it was clear they struggled in the hands-on, agile environment where they had to wear multiple hats. They were used to layers of support and slower decision-making. Performance slipped. They moved on.

The Fix

- ✓ **Performance Audit:** Define what “top talent” means for your business. Look at your current high performers who thrive with you. What are their traits? Don't copy & paste someone else's version of a high performer.
- ✓ **It's all in the interview questions:** From what you find from your performance audit, tailor questions around that - ask about how they problem solve, make decisions and where their drive comes from.
- ✓ **Focus on trajectory, not just results:** Look for candidates who've grown quickly or delivered impact across different environments, not just those who've held flashy titles.
- ✓ **Test for self-awareness and adaptability:** Growth mindset is gold. Can they reflect on their failures and detail their learnings?

High performers are contextual, and there is no one size fits all. Just because they've thrived elsewhere, doesn't mean they'll thrive with you - know what good looks like in your world.



The Compromise

- **Throw the dice:** If doing the above just doesn't seem viable, or will take too much time, you can certainly fall back on the gamble. The example provided in this chapter does not always happen, correct, but it's definitely a gamble.
- **Enlist support:** You can provide a recruitment partner with what good looks like for you - brief them well enough on an exclusive basis, and they will do the necessary legwork for you.

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Conclusion

If you've read this far, it's likely that one or more of these issues has resonated with you, or, at the very least, made you rethink parts of your hiring process. All too often, we hear businesses viewing recruitment as a pain they need to cure, rather than it being a major strategic business project. Hiring isn't just a box-ticking exercise you need to get done and dusted as quickly as possible; it's one of the most important processes for your business, especially in the fast-paced, highly competitive world of FMCG.

If you want to attract game-changing talent, it starts with turning the mirror on yourself and your approach. If the best candidates aren't looking for a new job, what do you offer that will make them want to move? And if they are interested they will be evaluating you just as much as you are evaluating them.

From the recruiters you choose, to the salary you offer, how you show up online, in person, and how fast you move... all matter.

Ultimately, great hiring doesn't happen by accident. It happens when you start thinking less like a hiring manager, and more like a marketer, essentially... a storyteller, and a strategic partner.

We hope you've found this eBook useful to give you some actionable ideas in tuning up your hiring process. But if you want to go further and would like some impartial advice about how you can elevate your hiring process, or you want to explore how we can support you in securing your next Sales or Marketing FMCG hire, don't hesitate to get in touch.

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