## **CASE STUDY**



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### **€52 BILLION MULTINATIONAL CONSUMER GOODS CLIENT IMPLEMENTED TALENT PIPELINING & COMPETITIVE MARKET INTELLIGENCE TO RECRUIT, UNDERSTAND AND RETAIN GENDER DIVERSE SALES TALENT**

#### **THE PROBLEM**

A global FMCG client wanted to understand the external talent market to benchmark the performance of their own sales teams in the Nordics region. The organisation targeted to increase the level of gender diversity in their sales function that was rather heavily dominated by male talent.

The local employment laws restricted the client's ability to move quickly in recruiting or releasing employees. These conditions demanded a talent solution that was proactive, strategic and provided an opportunity for talent exchange.

The client had previously found hiring gender diverse talent was a challenge across their sales teams and strove to understand why.

The client also believed that Nordics diaspora talent would not consider returning to the region once they have spent considerable amount of time working abroad and were sceptical to hire outside the Consumer Goods industry. They targeted to explore other industries, however, at the point of hire they opted for talent that was local, male and from FMCG.

#### **THE SOLUTION**

Talent Intelligence applied two core solutions for this client's specific challenge. Firstly, TI gathered market intelligence to understand the factors that drive talent attraction and employer brand perception. Secondly, TI proactively engaged with external female sales talent via socialisations and leveraged this talent pool against future talent need

TI gathered in-depth, multi-layered market research and spoke with targeted, high-level individuals at competitor companies to understand how they recruited and retained talent.

Instead of urgently filling vacancies, TI "socialised" candidates, which allowed the client to meet talent in advance of an open role. The client is then presented a pool of known and approved diverse talent available for future roles that can be utilised in conjunction with its organisational planning.

The sales roles ranged from early career professionals, to mid-manager level Key Account talent and regional Sales Directors. TI engaged with Nordics talent across the globe including those currently completing international assignments.

#### THE RESULTS

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TI built a pipeline of 30 diverse candidates with an introduction to socialization rate of 77%. The client also received a breakdown of talent insights and engagement rate of each seniority level at each point in a 4-step process. This process flowed from candidates who "responded" to "screened" to "engaged" to "introduced" and finally to "requested for socialization".

The results from the Competitive Intelligence portion of the project were multi-layered and rich. TI reported qualitative and quantitative data around the following complex ideas:

The top companies of choice in FMCG in Denmark and why • The client's brand perception, including scores and explanations • The core candidate preferences in FMCG in Denmark and why • Top competitor-organization performers in creating a diverse sales force • The attraction points for female sales talent and key diversity trends • The research & analysis of competitor advertising strategies female talent • The trends in FMCG and who is the top performer in retention • The gender confidence gap and the structure of job descriptions • Recommendations to introduce and improve attraction and retention





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# 87% SOCIALISATION RATE



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### MONTH PROJECT

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