

Case Study: Recruitment of a Finance Director

Brief

Incorporated in 1989, Surface Technology International (“STI”) is a privately owned company specialising in contract electronics design and manufacturing for world-leading customers in high reliability industries. Headquartered in the UK, STI also has several Asian and US offices and a forecast turnover of £100m.

With ambitious plans to continue this International expansion, STI identified the need to appoint an experienced CFO, to work alongside the MD and senior management, to support and deliver this growth strategy.

CMA Executive engaged with the MD and Head of HR to develop an in-depth understanding of the culture and operating processes, as well as the challenges and opportunities faced by the business. Absolute clarity on each of these factors was essential to a successful outcome for this pivotal appointment.

Search Parameters

With a newly formed Board, it was critical to identify a shortlist of candidates with the ability to add experience to this group by demonstrating exceptional financial, strategic, commercial and operational expertise, and with a proven track record of leadership in a business having experienced similar challenges associated with growth.

The first step was to research key industry players and prospective competitors, in addition to potential candidates from complementary industry sectors. A combination of detailed research, proactive head hunting, and referrals delivered in excess of 30 prospects for initial consideration, referencing and qualification.

A thorough interview process with fifteen candidates was undertaken by the CMA Executive team to evaluate the skills and behaviours required to perform in this challenging role.

Outcome

In partnership with the Head of HR, CMA designed a rigorous four stage interview process which would include meeting with the leadership team, Non-Executive Director and a site tour.

From the long listed candidates, six individuals who were able to demonstrate the required skill set combined with a strong cultural fit, were selected for an initial meeting. This was further reduced to three candidates, each of which had evidenced the ability to balance stewardship with growth and long term success, and a ‘front-runner’ was then identified for a final meeting.

CMA’s approach and management of this recruitment exercise allowed a successful appointment to be made within the agreed timescales. The candidate has gone on to make a very positive impact, and has seamlessly integrated into the business.

“The chosen candidate was a late entrant to the process based on CMA Executive’s understanding of our Company need and culture. We were able to use CMA offices to interview and the preparation of the candidates, as well as the feedback post-interview, was excellent. I can thoroughly recommend CMA Executive who are professional, knowledgeable and cannot be faulted in finding our appointed candidate, who has made a huge difference to our business in a short space of time.”