

A black and white photograph of a modern office hallway with large windows and a polished floor. A telescope is mounted on a stand in the foreground, looking out towards the windows. The hallway is brightly lit, and the floor reflects the light.

# THE SEARCH PROCESS



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**M**eyrick Consulting is a leading executive search firm specialising in the Food & Ingredients industry. We have access to people other recruiters just don't have. Over the years we have found some of the most successful senior players, movers and shakers that do not have a presence on LinkedIn.

Of course, this can be frustrating if you are relying on internal recruitment teams whose sole point of research is this platform. Inevitably they are not going to discover key people that may well be an ideal fit for your organisation.

I spoke to a client recently who was recruiting for a general manager in Russia. His internal team didn't find anyone suitable on LinkedIn and months had passed without being any closer to making a hire. The thing to note here is that this particular social platform is prohibited in Russia.

However, if Meyrick Consulting has a project of that ilk we will rely more heavily on our network and referrals. We will also utilise our extensive collection of press cuttings and archives to enable us to find candidates not easily visible to others.





## INTRODUCTION

Perhaps surprisingly, there are some benefits from having begun in executive search pre-Internet! We are adept at looking in unusual places for candidates. After all, I personally started work in an office with two Rolodex files: one for clients and one for candidates. We had no internet or computer, just a fax machine.

So, what did we do? We picked up the phone and went to the library, searched through press releases, journals and news articles. I have found that old habits die hard, and we still use a breadth of search capabilities.

After all, we are specialists in a well-defined industry, and we know many people. This said we still utilize technology to its fullest extent.

Therefore, our speed in the initial stages of a project means the initial research is completed far more quickly, as we have quality market insights. For example, for many specialist roles I would be able to immediately think of 20+ names at the top of my head to give me an insight over and above what appears on LinkedIn.

Also, because I work in a well-defined sector, people know me personally and Meyrick Consulting so when trying to get hold of people it's much easier to get through or drop a quick text to speak directly to the person I need to have a conversation with. All our experience will have a profound impact on your next hire.

Who knows they may well be the person that will help transform your business or move it into its next development phase? The opportunity is too good to waste.

I look forward to speaking with you soon.

Mike



## DEFINE THE OPPORTUNITY

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**The first part of the search process is to define the opportunity.**

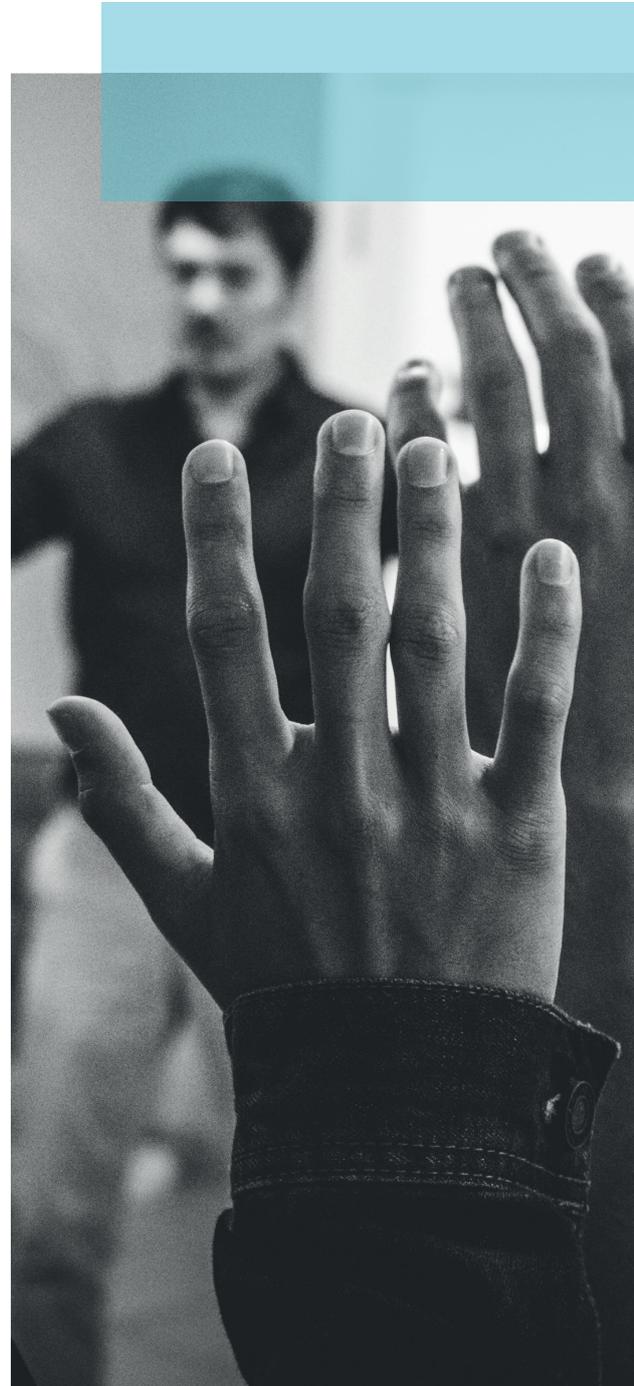
During this stage, we ask that you invest some significant time with us. The reason for this is for us to understand fully the following:

- What the role is
- Reporting lines
- key performance indicators
- The culture of the organization
- Key stakeholders within the business
- Who will be involved with the role post-appointment?
- The interview process and who will be involved?
- Whether or not you undertake any form of testing

When you consider just how much information is required then investing time at this early stage is vital.

At Meyrick Consulting we like to gain a thorough understanding of what your actual requirements are over and above what is written on a two-page job specification.

After all, we will be selling your opportunity and what your company stands for and what a candidate might expect from working with you.



## AN INCLUSIVE CANDIDATE PROSPECTUS

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**Part of our role is also to produce a comprehensive candidate prospectus.**

We take the job specification that you've put together and work on it to create an attractive document. Obviously, you have approval over this before we share it with potential candidates.

This positions your business professionally and in a manner that will be attractive to candidates. Making an impression that prompts interest is key here.

Many of the senior leaders that we approach will be use to reading reports from the likes of McKinsey, BCG and the likes and presenting them with a 2 page job specification is simply not enough.

We often reach out to top candidates that are not necessarily looking for a new role. We find the best people often aren't actually in the market in the first instance.



## WE WILL ALSO DISCUSS THE SEARCH STRATEGY

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**In conjunction with yourselves, we will also discuss the search strategy in detail:**

- How we are going to approach the market?
- How we are going to identify the passive candidates?
- Who are the best candidates in the market?
- Who are the potential candidates that aren't actively seeking a new role?
- Who are the candidates likely to add more value to your business?
- Which companies in the market do admire



## THE SEARCH UNIVERSE

**We'll also discuss with you what we call 'The Search Universe'.**

We'll also discuss with you what we call 'The Search Universe'. This is when we look at potential target companies that we could approach to identify and find the right individual for the role.

During this point in the discussion, we will also be looking at companies that you consider to be off limits.

They may be off limits for all kinds of reasons. Maybe you have a joint venture with them.



Maybe you're discussing an acquisition. It doesn't really matter, but we need to be clear if we're going to approach an organization that it does not cause a potential issue.

And we do not want to undermine your position in the marketplace.

## RESEARCH PROCESS

**We then need to undertake a thorough research process.**

During this stage of the search process, we will identify appropriate individuals within target organizations.

How do we do this? We adopt a multi-faceted approach here, and like most recruiters, we will use LinkedIn, but that's only one source for potential candidates.

With our years of experience, we have many contacts, and your company will benefit from this detailed knowledge and profound understanding of the market.





## WE HAVE BUILT AN INTERNATIONAL **NETWORK OF PEOPLE**

**Working exclusively within the food and ingredient sector, we, over the years, have built a significant network of people.**

We will always tap into this network looking for referrals, looking for introductions to candidates who might not actually have a LinkedIn profile. We will also use our archive of press releases. This dates back many, many years, and is full of information relating to organizations, key individuals within organizations, and gives us a thorough insight into the potential candidates within the marketplace.

We've also built a significant archive of conference speakers, and from exhibitions that I've attended personally, I've created a significant contact base of people that we can tap into for referrals. **This gives us access to a far broader pool of candidates ensuring that we don't miss potential talent.**

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*Many key industry players across the industry have links into many leading universities that specialize in food science and technology, and we also have links into these universities, which can give us access to people with very highly qualified technical skills.*

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## THE NEXT STAGE

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### The next stage is to skilfully engage with potential candidates.

As we approach these candidates in the first instance, and acting as an ambassador on your behalf, we present the opportunity to potential targeted and carefully selected candidates.

Through a series of discussions and gentle persuasions, we work to convince individuals who are not actively looking that there is a better opportunity within your business. This is why it's important at a very early stage in the process that we engage with you to understand, what the true selling points are of your business.

Why should somebody consider joining your organization? Whether that's to do with career advancement, whether that's to do with a broader role than individuals are currently doing, it's all about that gentle coercion and getting people to open up through a series of well-placed and provocative conversations.



*We will also provide you regular weekly updates as to our progress in terms of organizations that we're approaching, people that we're engaged with in conversations, also provide you with feedback as to the market's view of your business, if indeed appropriate.*



## THE INTERVIEW STAGES

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Once we've identified candidates and engaged, we then take them through a very thorough and detailed screening interview process. It's not sufficient to provide you with a handful of CVs in the vague hope that one of those candidates is going to be suitable. The interview process we undertake is a very thorough and in-depth discussion with candidates to elicit their skills, and their experience, relevant to the role that you're looking to fill.

We will also incorporate within that interview several screening questions that have been pre-agreed with you.

This enables us to really drill deeply into the relevance of candidates' skills for your role.

So when we're presenting you with candidates' profiles, you don't just get the CV.

You get a very thorough interview report. From that short-list, we will then work closely alongside you to manage and coordinate interviews. We communicate feedback at each individual stage after that process.



### A NOTE ABOUT SENIOR ROLES

For these, there could be multiple stakeholders involved with the business, and to facilitate this can be time-consuming. Again, we manage that process on your behalf providing detailed feedback at each stage.

Once we've concluded the interview stages and fed back at various levels, we will then, when you are ready, negotiate the offer on your behalf to the selected candidate.

Part of the interview process that we go through is understanding what the candidates' current remuneration is, over and above their basic salary. That could include annual bonus, it could include long-term, share-based incentive programs that if they were to leave their existing organization, they could be walking away from.

We will furnish you with all of this information so you're fully aware of the financial position of each individual candidate you're taking through the interview process prior to meeting with them. So, when we're negotiating an offer on your behalf, we are already fully aware at what level candidates would find a financial offer acceptable.





## LAST BUT NOT LEAST FINAL STAGES

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At an appropriate stage, we can also conduct confidential reference checks for you. These will typically be with candidates' previous managers or board-level individuals where we will seek to understand, over and above their technical skills, their cultural approach and associated considerations. The references that we take are typically done over the phone rather than in writing. We find that by doing this we get a far deeper insight into what the individual is really like.

Once an offer has been accepted, in certain instances candidates could have maybe a three, six-month or in certain rare circumstances, maybe even a 12-month notice period. Therefore, it's essential during this transition phase that we stay close to the candidates on a regular basis.

This will ensure that if a counteroffer is made everyone has an understanding of the rationale behind that. In many instances, counteroffers are made as a knee-jerk reaction. In fact, I've seen candidates occasionally accept a counteroffer and then regret that knee jerk reaction. If a company is prepared to pay a candidate an extra 10K to stay that means they have been underpaying. Also, at this point the fact that a member of staff has applied for another position questions that individual's loyalty to the company. What will happen when that staff member is offered another job? Will the company have already lined up someone else to fulfil the position should it be required? It's unsatisfactory on every level.





## IN CONCLUSION

When a candidate actually commences employment with you, we will stay in regular contact with the candidate. We do this to understand how they're settling in, how they're feeling, how they're building their internal network and any other associated points.

This is undertaken during that first three months as it is essential. For example, if there are any issues, they are likely to occur within that settling-in period.

During this time, it really is critical to maintain this regular candidate contact because if there are issues, we can feed those back to you. Consider this; no one wants a recruitment process to be undermined at the final hurdle.

Our aim is to find you quality team members who stay with your organisation and help it thrive.



Meyrick Consulting is a boutique company, specialising in executive level recruitment within the food and drink sector. The business employs a small number of highly experienced people who are dedicated to finding the best candidates for clients. As an independent executive search firm, they have a network of contacts across the sector and as a smaller organisation they're able to act far more quickly than many larger firms. This agility ensures project timescales are shortened, reducing the time to hire. Focusing on a number of key clients and placing a huge value on each customer organisation, they ensure that quality candidates are introduced to clients, time and time again. With years of expertise in the recruitment industry and first-hand experience working with leading food and drink companies, clients and candidates can be assured of commitment and professionalism at all times.



# Thank You

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For an initial consultation regarding your aims please do not hesitate to contact me and we can set up a no obligation conversation to ascertain your requirements.

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