

Business Transformation Project

Student Name :Md Mahfuz Ahmed

Student Number:2414381

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Lecturer Name: Gregory Cowan

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Introduction & Context – Unilever Transformation



The Need for Transformation

We are undergoing a critical Supply Chain Optimization & Sustainability Transformation. This major programme, focused on reducing costs and streamlining logistics, requires strategic financial guidance.



The Critical Role: Financial Analyst

We are recruiting a Financial Analyst to focus specifically on cost-benefit analysis and ROI tracking for sustainable supply chain investments. This role requires strategic insight, and belief in our sustainable business model.



Strategic Recruitment Process – 4 Key Phases

Q1: What are the steps involved in recruiting the right candidate?

1. Define & Plan

Workforce Planning, Needs Assessment, Job Analysis.

2. Source & Attract

Advertising, Internal and External Sourcing, Employer Branding.

3. Assess & Select

Screening, Shortlisting, Interviews (Structured/Behavioural), and Assessments (e.g., financial modelling test).

4. Offer & Integrate

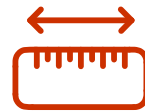
Compensation Negotiation, Formal Offer, Onboarding, and Induction.

Foundational Tools: Job Analysis, JD, & PS



1. Job Analysis: Defining the Role's Requirements

The systematic process of gathering and recording information about the duties, responsibilities, and competencies required of the Financial Analyst.



2. Job Description (JD): Defining the Work

Develop complex financial models (DCF, NPV) for supply chain investment proposals; track and report monthly budget variances against transformation targets.



3. Person Specification (PS): Defining the Candidate

Outlines the Essential and Desirable attributes (Skills, Experience, Qualifications). Used as the core screening tool.

❑ This position is not just about crunching numbers; it's about translating financial data into actionable commercial strategies.

Interview Type 1: Structured Interview



What is a Structured Interview?

- A formal interview where all candidates are asked the exact same questions in the same sequence.
- The answers are evaluated against a pre-defined scoring rubric (or benchmark answer key).
- Example Question: "Walk us through the steps you would take to build a three-year financial forecast model for a new supply chain initiative."

Interview Type 2: Behavioural Interview (STAR)

Why Behavioural Interviews?

Behavioural interviews are the most effective predictor of future performance, essential for assessing critical financial competencies and collaboration skills.

What is a Behavioural Interview?

Based on the principle that past behaviour predicts future behaviour. Questions require candidates to describe specific examples of how they handled relevant situations previously.



The STAR Method is used for framing the question and structuring the candidate's answer:

Situation: Describe the context.
Task: What was your objective?
Action: What did YOU specifically do?
Result: What was the outcome, and what did you learn?

Example Question:

"Describe a situation where you had to present complex financial data to a non-financial audience (e.g., Operations Team) who initially disagreed with your findings. Use the STAR method."

Interview Type 3: Situational/Hypothetical Interview

Situational interviews assess the Financial Analyst's ability to think critically and apply financial knowledge to future, complex, real-world FMCG problems.



What is a Situational Interview?

Presents the candidate with hypothetical, high-stakes scenarios they might face on the job. Candidates are asked: "What would you do if..." or "How would you handle..." This type tests judgment, problem-solving, and practical application of skills.



Testing Critical Thinking:

The transformation project is dynamic. We need an Analyst who can make sound investment decisions and anticipate risks in volatile supply chains.



Scenario Example:

"Unilever has committed to a new packaging material for sustainability, but your cost model shows it will increase production costs by 8% per unit. How would you present this trade-off to the executive committee?"

Justifying Appropriate Questioning Techniques



1. Probing

Essential for verifying technical depth and critical thinking. It confirms the candidate's actual role in complex financial projects and models, crucial for investment review.



2. Open-Ended

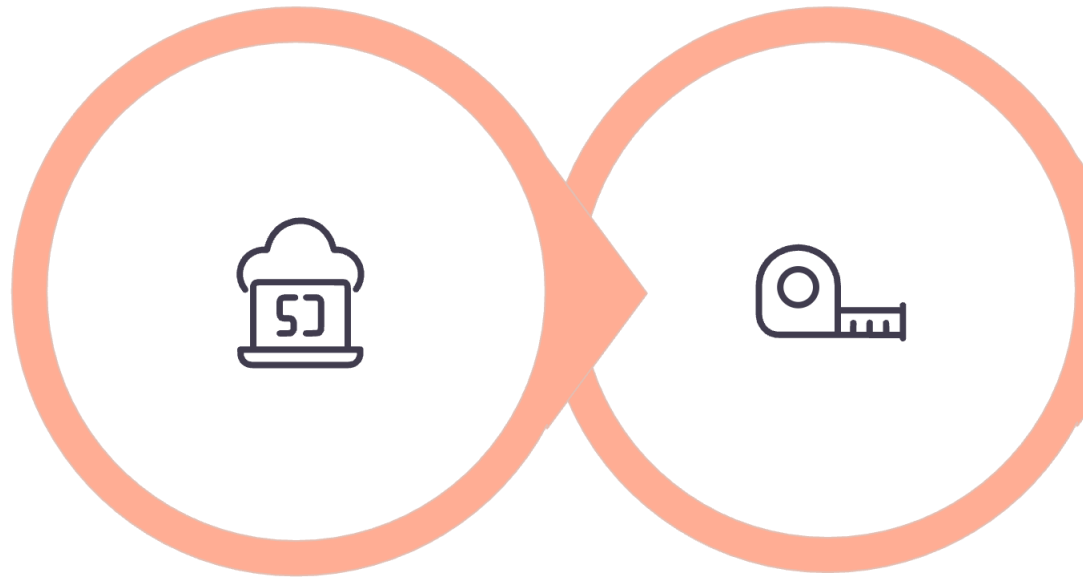
Encourages candidates to demonstrate their analytical style, strategic thinking, and understanding of business drivers, linking back to their belief in the transformation mission.



3. Socratic

Assesses the depth of expertise and financial risk assessment capability. Highly valuable for an Analyst managing high-value supply chain investments.

Comparison: Face-to-Face vs. Online Interview



Face-to-Face (F2F) Interview

Limited to local/willing candidates. High cost (travel, accommodation, room booking).

Provides Richer Non-Verbal Cues (body language, immediate rapport). Better for assessing Cultural Fit and personality traits (Sinek's alignment).

Can suffer from Interviewer Fatigue or variance across different sessions.



Online (Video) Interview

Global reach (access to specialised talent, e.g., sustainability finance experts). Lower cost and faster scheduling.

Non-verbal cues can be limited or misinterpreted (lag, framing). Focuses heavily on Technical/Analytical Content.

High degree of Standardization (easy to record, review, and ensure process compliance).

Strategic Justification & Recommendation

Synthesis: Securing the Right Financial Analyst

Foundational Tools (JD/PS)

Making sure recruitment is specific FMCG or retail analysis required for this major change program.

Interview Techniques

The combination of Structured, Behavioural (STAR), and Situational methods provides a view of the candidate's past performance and technical knowledge.

Questioning

Probing and Socratic techniques move beyond theoretical knowledge, assessing the expertise of the candidate.

Final Recommendation: The Blended Approach

Online Screening: Utilized for efficiency.

Face-to-Face Final Round: Essential for assessing cultural fit and collaboration skills.

Conclusion: Key Takeaways

Securing the right Financial Analyst is a strategic imperative that directly contributes to our business resilience and innovation.



Building a Better World

Together, the finance team drives profitability and ensures that growth is achieved ethically and sustainably.



Ensuring Long-Term Success

Aligning candidate skills, personal values, and cultural fit guarantees high retention and impactful contributions.



Sustaining Growth

Hiring top financial talent is key to maintaining market competitiveness and driving innovation in commercial practices.

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