



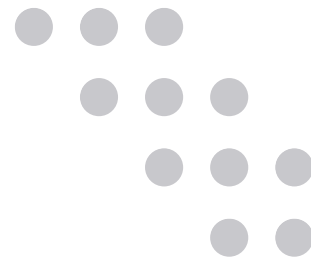
— HOW TO HIRE —

THE BEST SALES & MARKETING TALENT

THE ULTIMATE RECRUITMENT GUIDE



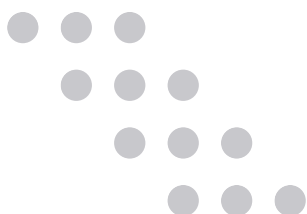
WHO IS THIS **TOOLKIT FOR?**



Any employer wanting a comprehensive guide and powerful toolkit to attract and hire hard to find Sales & Marketing candidates at any level.

How will it help?

Packed with helpful advice gleaned from speaking directly to thousands of Sales & Marketing candidates, this indispensable toolkit will ensure you attract hard-to-find top-level closers and innovative marketers to grow your business and outstrip the competition at pace.





What's in it?

- 1. How to write a killer job spec (plus template)** 3
Build a powerful sales & marketing candidate attraction magnet for any platform.
- 2. Candidate scoring [tool](#)** 14
A powerful template to objectively compare all applicants.
- 3. Killer interview questions:** 17
How to obtain all the info you need to make the best hiring decision for your business.
- 4. What GREAT sales & marketing candidates REALLY want** 24
Insider recruitment advice direct from in-demand revenue-driving candidates
- 5. Industry Benchmarking Tool** 31
A robust framework to ensure you're both attractive to top talent candidates and competitive compared to other companies
- 6. Recruitment Growth Planning [tool](#)** 37
An effective tool to plan for your future and ensure your recruitment strategy is on track at every stage of growth

HOW TO WRITE **A KILLER JOB ADVERT**

Why boring job ads don't work

It's currently a candidate-driven market in the UK. That means there are more jobs than skilled applicants with thousands of businesses all fighting to secure the same Sales & Marketing talent.

If you want to stand out and attract the best talent to your company, you HAVE to step up your game when it comes to job adverts.

Ready to learn how? Then let's go...



How to start

Too many companies use this section to talk about themselves. Don't. It's boring, self-indulgent and pushes great candidates into clicking elsewhere.

"Founded in 1976, Smith, Jones & Williams has been an Accountancy business for..."

See what we mean? Is that going to attract the Marketing expert SJW Finance needs to ensure they have enough revenue running through their business next year to stay afloat? Spoiler! It won't.

Instead, use this section to grab attention by talking about the most important thing in the candidate's life - themselves.



Do:

- Come straight out of the gate with something specific to your industry to capture their attention. Sales and Marketing people want to work in creative, flexible working environments with the freedom to earn a decent salary. What carrot can you dangle to turn their heads?
- Talk about why you're hiring - why now, why this role? Tell a story. Create some excitement.
- Ensure you're talking about what the candidate wants, not what you need. Is it flexible hours? Do you offer loads of training? Are you a dog/child-friendly business? How open are you to new technology? And if you don't know, go and find out. Speak to Salespeople and Marketers. Find out what bakes their beans.
- Talk in your brand voice - overly formal job ads stink. Be yourselves. Be human.



Don't:

- Talk about the awards you won. No one cares.
- Immediately mention your rules and regs.
- Refer to anything as a Ninja or Rockstar - it's cheesy and off-putting.
- Say you're looking for a dedicated X with a real passion for Y - 90% of people just want to sell you their skills in return for money. That doesn't mean they don't care, but any company looking for 'the love of work' as an overarching personality trait is a HUGE red flag.

Describing the role

Describing what the employee will do daily doesn't mean listing the most mundane parts of the job. But neither does it mean offering opportunities your company can't deliver.

For example, if you're looking for a Field Sales Consultant, do you need to list they'll be 'visiting clients' on-site?

Likewise, if the role is sitting in a room all day cold calling, don't paint it as a 'warm sales desk' and 'customer focused'. You'll only attract the wrong people, waste your own time, and drive up your hiring costs with the need to rehire a suitable applicant.

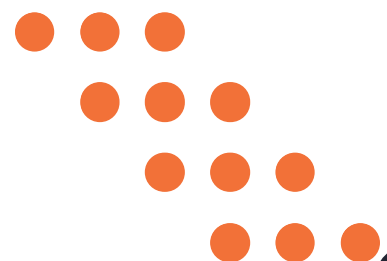


Do:

- Speak with somebody already in Sales or Marketing and ask about their day-to-day reality. Get them to talk about the good and the bad so you can also understand what great candidates DON'T want to do every day.
- Be honest - if the role involves 90% cold calling, then don't advertise to Salespeople that it's a 'warm desk' with a stream of incoming hot leads. Overpromising and undelivered means you'll be back to hiring again in six months or less.

Don't:

- Just list a set of generic skills. This isn't your Christmas shopping list. Contextualise why and how the person will be using those skills and tools daily.
- Try to cram five job roles into one. If you need a Copywriter, don't ask for expert design skills. If you need a Paid Media expert, don't ask them to clean data all day. The fact your business needs all those skills isn't the candidate's problem and it WILL put them off applying by making you look cheap.



Company culture & salary

The brutal reality is most employees probably spend more time at work than they do with their friends or family.

But creating a successful, happy team isn't just about blending personalities. For example, somebody used to working for a global organisation might be a good laugh, but can they handle the hustle mentality of a small start-up where role responsibilities are blurred?



Do:

- Include links to showcase your company culture. Maybe you've posted about a company night out on LinkedIn at some point? Maybe you've got interviews with your staff that talk about why they like working for you? If you don't, get some.
- List your benefits if you don't have a lot to offer. But there's plenty you can do to create (relatively) free perks for your employees. Early finishes on Fridays, training and development time, remote working - every little helps.
- Advertise the salary! It's a HUGE pain point for great candidates. And If you're so scared of your existing staff finding out, then maybe (definitely) you have some crucial internal problems to address.
- Be open about your hiring process. If it's five interviews and a sales or marketing presentation spread over two months, then let people know: it saves a lot of trouble in the long run.

Don't:

- Put “pension” as a benefit if you’re on Auto Enrol, or any other mandatory scheme. That’s a legal requirement, not a benefit.
- Try to sell “20 days + bank holidays” as a bonus. Again - it’s a legal requirement.
- List the OTE if nobody in the history of the world has ever received it.
- Even consider talking about ‘free tea and coffee’.
- List a salary band if you’ve never offered top of the range.

What a good job advert looks like

Here’s an example job ad. We’re after a specific person - that’s why the tone-of-voice is relaxed and informal. If you’re a large bank then this tone isn’t for you, but it works for us. It’s a dog whistle for the type of salespeople we think will fit our brand best.



Sales Consultant

Manchester • 23k + commission (OTE 50k)
Office-based



About You

You're a commission-driven sales consultant looking to earn the big bucks but you don't want to work in a high-pressure boiler room with the type of people who know 'Wolf of Wall Street' by heart. Your ideal role is a modern office space with no office politics and fun colleagues. But we're not talking forced comedy ties or 'ring a bell when you make a sale fun. We mean genuine fun. As in they're good at their job, haven't got a stick up their ar*e, and they enjoy a laugh being serious about selling - like you.

About the role

Well, it's selling, but you knew that. And by selling, we mean you'll be contacting business owners across the UK booking product demos. We'll arm you with all the info you need - it's a good product to sell. You just need to bring the energy. You'll get about 30% of your leads handed on a plate, but the rest you'll need to snuffle out yourself. So you'll need to be able to source leads, manage your own contacts and be a people person, obvs. Oh, and we use HubSpot as a CRM. But don't worry, it's easy to learn.

Benefit wise - we do loads of stuff - early finish Friday's, pension matching, 28 days holiday + your birthday off. But we can talk about all that later.

You can watch a video of some of the people we work with now talking about what it's like [here](#)

That's pretty much it. Want to know more? Hit apply and we can sort out a chat. Usually, we first speak to you over the phone, then we get you in for a brew and can usually give you an answer within a week.

Send your CV. What have you got to lose?

About Us

We're a recruiter-free job platform connecting all the candidates and employers fed up dealing with pushy recruiters or trawling crowded job boards. We're based in Manchester City Centre (St Peter's Sq, you know it?) but we sell the platform all over the UK - digital, innit? We're hiring because we're growing and there's loads of opportunity if you want progression. We're currently 15 strong, but aiming to be more like 30 by the end of 2022.

YOU CAN SEE THE PRODUCT IN ACTION [HERE](#)



0161 932 1010

Phone : 0161 932 1010

Address : UK

Email : info@caroo.co.uk

Website : www.caroo.co.uk

Here is a template to create your own killer job spec



Job Title

Salary

Location



You

You're a:

- List a couple of personality traits or skills you think a sales & marketing candidate would be proud to be called.
- Immediately call out a common thing you know sales and marketing people hate. Prove you understand their needs and wants.
- List a few benefits/environments you know sales & marketing people want to see/work in. If you don't know, speak to somebody who does

Us

We're a:

- Say exactly what you do in the least possible words as clearly as you can. No jargon. No superlatives.
- Then explain why you're different. Sell yourself on why customers use you, not on how many awards you've won.
- Tell them where you're based.
- Explain why you're hiring, how big you are and your growth plans.

If possible, let the candidate see your product or service in action [with a link](#)

The job

- What's the crux of the job in as few words as possible.
- Talk about the most interesting parts
- Explain why the candidate will want to do the job
- Pick three key skills you need them to have and contextualise them in a conversational - list more and you'll put good candidates off with an unrealistic wishlist (more about that later in this guide)
- List your benefits if they're worthwhile mentioning

Maybe link a video showcasing your company culture [here](#)

Give a strong call to action to apply.



0161 932 1010

Phone : 0161 932 1010

Email : info@caroo.co.uk

Address : UK

Website : www.caroo.co.uk



“

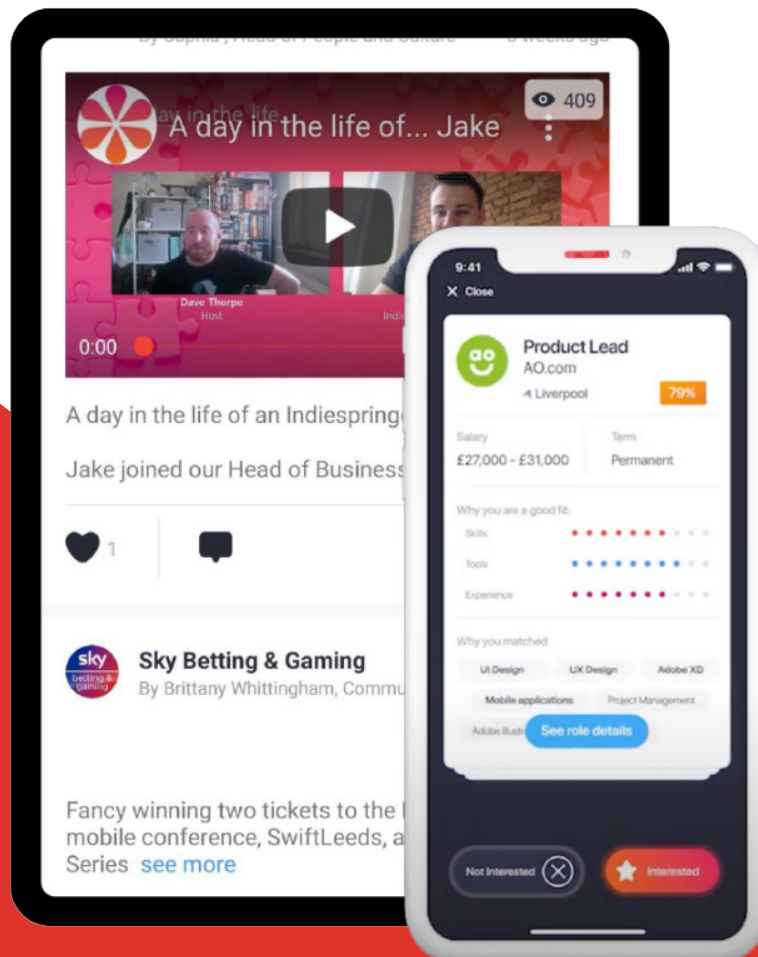
Caroo is great for our employer brand and it's more like a conversation than an arduous recruitment process.



Marcell Edwards

Talent Acquisition Manager

”



2 CANDIDATE SCORING TOOL

[FIND THE TOOL HERE](#)

You're a busy person. Right?

Interviews are only a small part of your role but can have catastrophic repercussions if you get it wrong and hire the wrong people.

And with so many candidates all talking about issues that aren't your speciality, how are you supposed to keep track of the good, the bad and the ugly?

Simple! Use this jazzy **Candidate Scoring Tool**



Caroo: The reliable, affordable hiring platform to find the best talent for your business


INTERVIEW QUESTIONS	Alonís Hendricks	Jeremiah Morse	Joely Campos	CANDIDATE 4	CANDIDATE 5
How do you stay relevant in Sales and/or Marketing?	7	5	7		
What do you know about us?	4	9	8		
What do you enjoy about your current role?	9	9	7		
What do you want out of this role?	8	8	8		
What has been the highlight of your career so far?	7	8	5		
What is your management style? (what kind of manager do you prefer working with?)	6	7	8		
Tell me about a time you think you failed. How did you fix it?	5	7	7		
Do you have any questions about us or the role?	8	9	7		
What's one idea you have to drive more revenue in our business?	8	6	8		
What skills would you like to have this time next year?	6	8	8		
TOTAL SCORE	68	76	73		
ELIGIBLE TO WORK IN UK?	YES	YES	YES		
NOTICE PERIOD	4 WEEKS	4 WEEKS	NONE		
SALARY EXPECTATIONS	36K	42K	39K		

The **Candidate Scoring Tool** helps you track and compare all your candidates and make it simple to choose the best fit for the role and company culture.


It works by objectifying the interview process and gives you a clear final score for every candidate you see

How to use your Candidate Scoring Tool

1. Fill in your interviewing questions – these are the set questions you want to ask every candidate based on job requirements, soft skills, culture fit, etc.
2. Ensure each candidate has their own column.
3. Think about what the maximum score should be for each question and keep it consistent: 3, 5, 10 - your choice. Just ensure they're the same.



**Ask the Right
Questions**

- 
4. As you're interviewing, markdown a score for each answer they give. For example, On a scale of 1-3 - You might award 1 if they suddenly broke out into a song and didn't answer the question, but a 3 for a textbook reply.
 5. You don't have to list out one question after another, but you have to be consistent. If you didn't ask one of the candidates a question you've asked the rest, it should be taken out of the matrix altogether for everyone to keep things fair.
 6. At the end of the interview, ask yourself the all-important culture fit question. In the event of a tie - who gets the job? This could be a deciding factor





3 BEST INTERVIEW QUESTIONS

In an interview, a candidate is asked “What do you consider to be your greatest weaknesses?” The candidate replies, “I think I’m just too honest.” “Too honest!” quips the hiring manager, “I don’t see that as a weakness”, and the candidate replies “Well I don’t give a f*@k what you think.”

A joke, of course.

But brilliant candidates don’t always give great interviews. And many businesses also forget interviews are a two-way street: the candidate is also interviewing YOU.

Great candidates also rarely interview at only one place, especially when they know they’re in demand and multiple offers can seriously increase their chance of higher salary offers.

If you really want to show you’re serious about only hiring the best, then you need to step up your interview questions game, and fast.

Here are a few to get you started.



What to ask & how

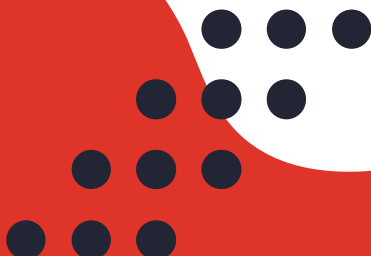
1. How do you stay relevant in Sales and/or Marketing?
2. What do you know about us?
3. What do you enjoy about your current role?

Why we ask

An open invitation for the candidate to show initiative by explaining their approach to self-growth.

A simple way to qualify whether the candidate has researched your business. The key is to look for answers that show the candidate can contextualise your organisation in the wider landscape rather than simply read and repeat the 'about us' section of your website.

Provides an insight into which type of tasks they like/wish to hone in on.



What to ask & how

4. What do you want out of this role?
5. What has been the highlight of your career so far?
6. What is your management style / what kind of managers do you prefer working with?
7. Tell me about a time you think you failed. How did you fix it?

Why we ask

When paired with question 3, it provides a less direct approach to asking “why are you leaving?” whilst allowing you to cross-reference what they enjoy doing.

Particularly useful for leadership-oriented roles; this gives an insight into what the candidate is most proud of achieving and indicates their comfort boundaries.

A simple way of qualifying whether the “team fit” would be a match.

This question allows you to gauge the candidate's accountability and problem-solving abilities.

What to ask & how

8. What about a time where you've had to deal with a difficult colleague? How did you resolve the issue
9. Do you have any questions about us or the role?
10. What are your salary expectations?

Why we ask

Provides an equally useful insight as to their conflict resolution skills.

Gives you insight into how invested the candidate is about the role. Look for questions around interest in growth or process clarification rather than holidays or benefits.

Forget what recruiters tell you, there is absolutely nothing wrong with both employer and candidate being on the same page when it comes to salary requirements. By asking this you avoid any potentially hire-preventing issues regarding the matter later on down the line.

What to ask & how

11. How would you handle this Sales or Marketing problem we're having at the moment?
12. What's one idea you have to drive more revenue in our business?
13. What skills would you like to have this time next year?
14. Can you tell me about a time when you demonstrated one of our company values?

Why we ask

The answer might not be right, but that's OK. After all, they don't know your business well enough yet. But it lets you assess their problem-solving ability.

As with question 11, this allows you to assess their critical thinking skills.

Indicates their appetite for growth and future career direction plans.

Allows you to see if they really are a good cultural fit.



What not to ask

1. Tell me about your past managers
2. Any questions related to protected characteristics (namely age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation)

Why we don't ask this

This has nothing to do with the candidate's ability to perform and puts the candidate into an uncomfortable position of making up something nice on the fly about dim-witted manager Dave who used to call them at 8pm on Friday with an assignment.

However much you say "no offence", and "not to be rude, but can I ask", fishing for information on any protected characteristic is illegal - even if your intentions were honest.

What not to ask

3. Do you have any previous criminal convictions?
4. What would you do if a penguin in a sombrero walked into the room right now? Or any other “fun” and “creative” questions.
5. How many sick days did you have last year?



Why we don't ask this

Unless the role prescribes that the candidate should not have previous convictions, employers cannot refuse employment on this basis.

Every question you ask should assess the person's suitability to the role, and whether their values are aligned with your org. Asking random questions doesn't enrich your understanding of the person in front of you and candidates hate them with a passion.

This is a straight-up discriminatory question. Keep it about the job and the job only.



4 HIRING BEST PRACTICE TIPS **FROM THE CANDIDATE**

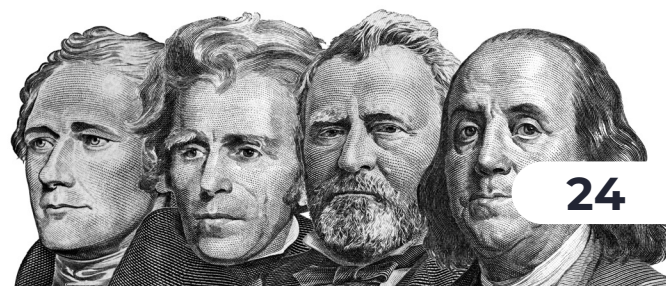
It's a candidate-driven market. And if you're serious about courting the best Sales and Marketing talent, then you need to change your approach and become 'candidate-first'.

Ten hiring commandments to attract exceptional talent

1. Thou shalt put the salary in the job ad

The brutal reality is that while money may not be everybody's main driver, every candidate walking through your door ALWAYS has a number in mind. It's how they pay their bills, feed their kids and generally survive.

So it's important to remember not to waste your time or theirs by making it difficult to find out how much the role pays. Likewise, 'market rates' isn't a salary bracket as it signals you're either trying to hire for as little as possible or your organisation has an internal problem with salary transparency, and there's no point in a salary bracket if you have ZERO intention of hitting the ceiling number.



2. Thou shalt feedback quickly and be open about your hiring process.

Leaving candidates hanging and letting days (or even weeks) go by without so much as an email is the easiest way to kill interest in your business. The same goes for taking too long to reach a decision. Great candidates have options and if you snooze, you'll 100% lose them to a competitor.

Before you even begin the hiring process, lay out your hiring process for all to see. If you NEED three interviews and a sales presentation (spoiler, you definitely don't), then ensure candidates know this BEFORE they invest. The candidates will appreciate the honesty and you won't waste time being gazumped by counter-offers from elsewhere later on down the line.





3. Thou shalt ditch the presentations and scrap the role plays

That doesn't mean don't test at all. But if somebody has been selling or marketing for ten years in large firms, do they really need to prove they understand a sales funnel? And a great candidate will likely have a fistful of companies interested in them. So asking an in-demand marketing consultant or a serious sales closer to sell you a pen is a sure-fire way to get their backs up and torpedo the relationship.

4. Thou shalt be honest about the role

We conducted a survey of Caroo candidates in the Tech, Sales & Office spaces. Know what? Nearly 50% of those asked said they'd been mis-sold on a role they had applied for at some point. 50%! That's an incredible number. The result: nearly all those candidates have either left that role or are currently on Caroo looking.

If you don't want a bad name in the industry, high (and expensive) employee churn rates, or the hassle of constantly needing to recruit, be upfront and honest about what *is* and *isn't* involved in the role you're hiring for from the very beginning. 'Attract first, persuade later' is a poor recruitment strategy and nearly always ends in tears.

5. Thou shalt not have non-technical people asking technical questions

If you're interviewing technical people, put a technical person in front of them. It'll let them know your team *actually* knows what they're talking about and make for a more productive and illuminating interview for everyone involved. Let's put an end to the cringe conversations by making laypeople use words they don't really understand like a 'cool' school teacher.

Likewise, always try and have somebody who does the actual job in the room. Not only will they get a better read on the candidate's suitability, but it also gives great candidates the chance to have all their queries answered there and then by somebody in the know.

6. Thou shalt make sure you can hire before starting interviews

Forgetting to check you've got the budget or capacity to hire the amazing candidate sitting in front of you is the equivalent of doing your weekly shop and realising you left all your money at home. Mortifying. An embarrassing number of rejections still contain the words, "there's no budget to hire you right now", or "we love you, but can't afford your salary expectations". If you waste great candidates' time now, you'll never attract the top talent when you're desperate to recruit.

7. Thou shalt not hide behind automated rejection emails

This feels like a no-brainer. But if someone spends time with you through the interview process, treat them with dignity. Automated rejection emails suck, but no email at all is even worse. Be considerate about the person at the end of the automated email and think about making it more personal. Not only is that just common courtesy; it's important to maintain relationships with candidates in a market that's strapped for talent.

8. Thou shalt back the curtain

If you want to attract great talent with the best culture fit for your business, then you need to pull back the curtain and show your company in the raw. Let candidates really see what goes on behind closed doors so they can get a feel for if they're going to like working there. But this doesn't mean fake filter posts with everybody grinning like a Cheshire cat at Christmas on a compulsory 'team-building' day. Build a cache of honest staff interviews and other culture-focused assets so candidates can see first-hand if you're the right business for them long-term.



9. Thou shalt be flexible

Candidates are looking for flexibility now more than ever, so start as you mean to go on. Not everyone will be available for a 9am meeting or a trip over to your offices - especially if they're keeping job searching on the down-low.

If you can't accommodate a candidate's needs, you'll likely miss out on the bravest and the best. For example, if a great marketer is trying to hide the fact they're job hunting, they certainly don't want to turn up to their uber casual office in a suit then disappear for 90 minutes in the middle of the day. Likewise, if somebody great comes on the market, can you video call them at 7pm instead? Well, if it means locking down serious talent everybody is courting, then yes.



10. Thou shalt learn from others' mistakes

Like it or not, Social Media can make or break reputations in minutes. If you have a painful recruitment process, ask a candidate an inappropriate question, or you're a nightmare to work for, then take it for granted the world will find out.

The best way to avoid being cancelled and becoming toxic to the best candidates? Simple - stick to all the points above and you should be fine.

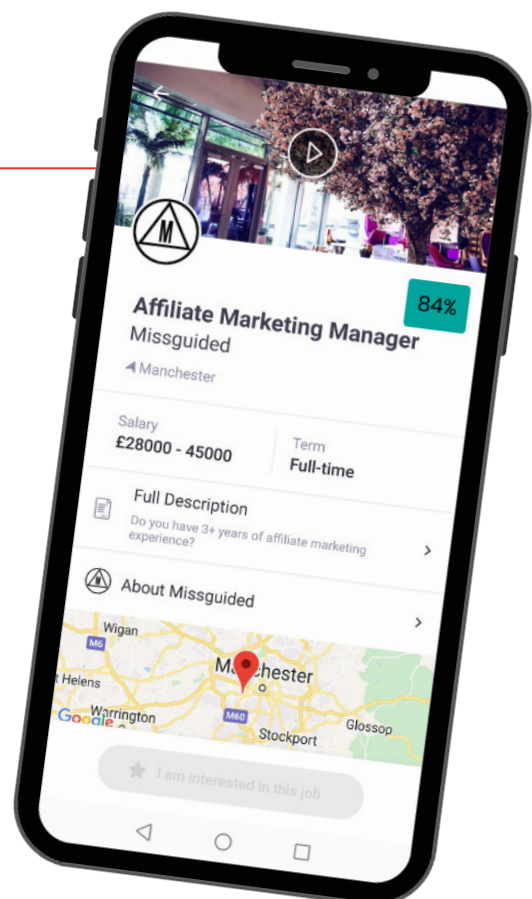


MISSGUIDED

"It's great to partner and be able to help shape the product, and to raise our profile"

David Smith

Talent Acquisition Lead
Misguided





INDUSTRY BENCHMARKING **FRAMEWORK**

Why do it?

Employee retention is complicated. There's no magic formula to determine how to keep your staff happy. But ultimately, and this may shock some, there is one conversation that always crops up: money.

Imagine that! All the 'Ninjas' and 'Rockstars' out there with a 'burning passion for X' actually do it to pay their bills and feed their kids!

Sure, it's not all about cash. But don't kid yourself: dosh plays a HUGE part in any career decision. Yes, your employees want to feel valued, have job satisfaction and love working with like-minded colleagues. But to both retain and attract top talent, you need to be competitive.

Use this simple **Industry benchmarking framework** to ensure your business stays competitive in the labour market.





When should you benchmark?

Regularly. We're talking once a year for a thorough job, and certainly a quick glance before every round of recruitment to ensure you're being realistic.

Your employees will also appreciate an annual review of their salary rates grounded in the reality of today's highly competitive market.

Paid or Free benchmarking?

As with most things, there are both Paid and Free industry benchmarking options available.

The paid salary benchmarking services tend to do a really thorough job but they cost more - not ideal if cash flow is tight. But if you have the cash and no idea where to even start, then it's a good idea to let the pros lead the way.

But if money is tight, or you know enough and just need a market sense-check, then the Caroo **Industry benchmarking framework** is your new best friend.



How to industry benchmark for your business

1. You need a reputable combination of data sources.

Every job board in the UK will try to offer you salary data. But not every job board in the UK has every candidate, so it's a flawed system.

You will come across some peanut-sized job boards out there that will give you an estimation of the UK salary levels for Sales Managers based on the three candidates they have somewhere in the Shetlands.

Try using larger data-gathering tools such as Glassdoor, Adzuna or Indeed to get a true sense of balance.



2. When hiring remote workers, your competition now becomes national and global.

A marketer living in London wants and needs a higher basic than a developer living in Sheffield.

(Seriously, have you SEEN how much it costs down there? Unbelievable!)

You have to take this into account so you don't end up under-offering. If you're open to remote talent, only benchmarking salaries in your area will be about as useful as asking your dog to sift through CVs.

3. Benchmark the total compensation package, not just the basic salary

But be honest with yourself. How realistic is your company's performance-based bonus?

How likely is your new hire to benefit from the £3k car allowance?

What happens if you offer £30k and your competition only offers £28k but throw in a £5k training budget and five days extra holiday?

Benchmarking for the total compensation is critical if you don't want to be caught out by the small print.

How do you analyze the data?

Once you've established how you compare to the industry average salaries in your sector, here's a table you can use to determine what actions you can take next:

>50% below the industry average

Yikes. You really should increase that salary.

20-50% below the industry average

Not a great result, but you have an option to re-consider the seniority level you need. Can you afford to train up a junior instead?

If the answer is no, then you'll have to raise the basic.



10-20% below the industry average

What can be cut from this role's responsibilities to justify a slight reduction in salary?

What can you offer your candidates by means of rapid career/salary progression?

If you can't answer either of these questions, it's time to raise the basic wage.

<10% below the industry average

We're getting there. Now get your sales hat on. What makes your company unique? Why would someone want to work for you instead of your competitor, who pays more? Can you offer this role as remote-first, so that people can save on commuting? Can you offer a personal development budget?





WORKFORCE CAPACITY PLANNING TOOL

[ACCESS THE TOOL HERE](#)

Workforce capacity planning - why bother?

Workforce capacity planning is an art as much as it is a science. It brings together operational, strategic, and HR data and empowers you to better manage your business growth.

But to be truly effective, it has to take into consideration not only the numbers but the skills and the potential of your workforce. And while there's no single formula that will give you a "correct" plan, you can use easy to source data to form a fundamental yet effective growth strategy

The screenshot shows the Caroo Workforce Planning Tool interface. It features a red header with the Caroo logo and the title 'Caroo | Workforce Planning Tool'. Below the title, there is a brief description: 'Plan the cost and time to hire the talent you need to grow your business using the tool below.' The main form consists of several sections:

- What KPI are you trying to improve?***: A dropdown menu with 'Monthly Sales' selected.
- What is it currently at?***: A slider ranging from £1,000 to £100,000, with a marker at £80,000.
- How many people does it take to achieve this KPI?***: A slider ranging from 1 to 10, with a marker at 6.
- What KPI do you want to achieve?***: A slider ranging from £1,000 to £200,000, with a marker at £160,000.
- % Increase**: A text input field showing '100%'.
- Extra headcount needed**: A text input field showing '6.0'.
- Average time to hire (in days)***: A text input field showing '60'.

Before you start growing headcount you **NEED** to know this:

More in doesn't always mean more out.

The thinking often goes, "I've got 5 staff who produce x. So if there were 15 of them, they would produce 3 times more, right?"

Well, not necessarily. If you have 5 staff firing at all cylinders, using the most optimal processes and delivering 100%+ of their target each month, then yeah, you're ready to grow headcount. If this statement isn't true for you, then you've got some work to do internally before growth can start.

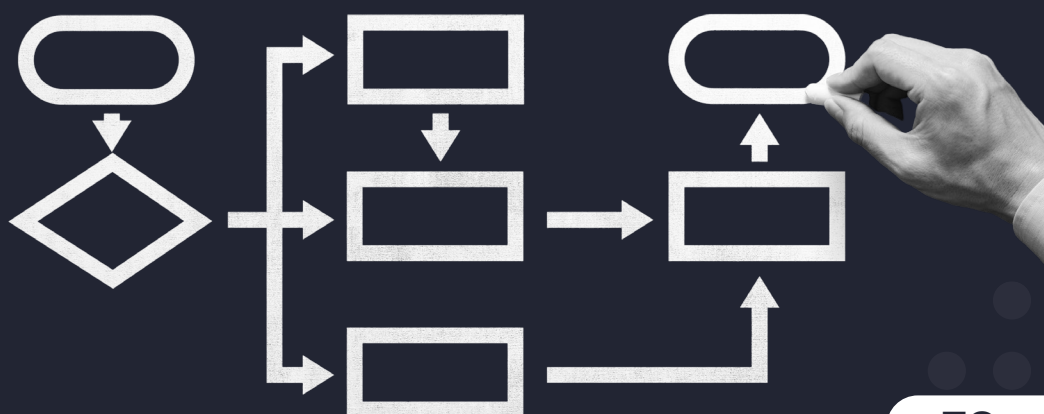


Standardising your process is the first step to scaling

First, collate your team's performance metrics. Find out who your best performers are and who's struggling. Get an idea for how your high achievers hit goals and share the knowledge with those not doing quite as well.

Then, look for inefficiencies in your internal processes. Does your team have the tools they need to do their jobs, or are they still typing their sales into spreadsheets every day? Are your marketing channels optimised? Is your customer journey as smooth as it can be? Are your teams aligned and working optimally with one another?

The potential in such internal digging is that you may end up finding a way of ensuring your 5 existing staff achieve 3 times more with some tweaks. Companies almost always opt to throw more bodies into the mix to unlock growth, but ultimately feeding an inefficient machine will only result in the same inefficiency, but on a larger scale and more difficult to manage.



Get new employee onboarding right first time

When hiring for growth rather than replacement, make sure your onboarding and initial training phases training are first-class. The biggest mistake many companies make when scaling is choosing quantity over quality and not building solid foundations.

The consequences of focusing on ‘bums on seats’ are that ramp-up times for new staff are increased tenfold, growth targets are missed, and your business begins to become disjointed.

For example, the Caroo **Workforce Capacity Planning Tool** asks ‘how long you currently spend onboarding new employees? As a rule of thumb, if you’re inputting anything less than 3 days, then you probably need to re-assess your training structure if you’re serious about setting new employees up for success from their first week on the job.

Asking your existing team questions like, “what do you wish you learnt in your first week?” or “who do you wish you’d met in your first week?” is sure to bring valuable insights into how to supercharge your onboarding strategy.

How to define growth KPIs

If you're confident increasing headcount is the way forward, then let's get into it.

First, try to understand, what KPI are you trying to improve? Draw a funnel, with the KPI at the bottom, and include all the things that contribute to it (for example, Leads > Meetings > Sales). If you want to drive improvement at the bottom of your funnel, top of the funnel, and the conversion rates between stages need improving too. Can't improve one without making changes to the others.

Now that you see the whole funnel, is it really the bottom KPI that you should be trying to influence? Or something further up the chain? And therefore, should the headcount be assigned at the bottom of the funnel or somewhere further up too?



What to have handy before you start

Data. Lots and lots of data. Must-haves for this tool are:

- Your business plan – you'll use this to figure out where you need to get your KPI
- Your average time to hire (if not available: industry average time to hire for your jobs)
- Your average cost of hire (if not available: industry average cost of hire for your jobs)
- 12 months of data on the KPI you're trying to improve. You'll use this to establish your current average performance (the base level that you'll be improving on)



How to use your Workforce Capacity Planning Tool

The tool is straightforward, assuming you already have:

- A)** A team already firing at maximum capacity and full potential without any underperformance inconsistency.
- B)** Scalable processes optimised for efficiency that can easily take on more people.
- C)** A business plan that's achievable, funnel-based, and grounded in current performance.

All set? Great. You can find a link to the tool at the top of this section



"We've already recruited someone"



Chris Piercy

Talent Acquisition Manager

"Setting up was straight forward and the best bit was I got to speak to the talent team directly"



Alexandra Highlands

The Candidate

And there you have it...

An information-packed guide, playbook and toolkit for hiring the best Sales & Marketing talent to help your business grow.

Hopefully, that's all you need.

But if you want to see how Caroo will help you attract the best fit Sales & Marketing talent for your business, just book a quick call below.

SHOW ME HOW CAROO WORKS

