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demand at the time and was considering several exciting job offers.

Following what he described as an inspiring recruitment process, Kieran chose to join Nutricia in Sweden. He explained that his decision was largely influenced by the impression he got of the company following extensive research he conducted into the business and its history, as well as the Nutricia management team, who he said were clearly driven by a genuine passion for the brand.

Kieran admitted that this move away from his traditional FMCG 'comfort zone' was a risk,

yet after over five years of success at Nutricia, he's never looked back.

During his time with the company, Kieran has

been given the

opportunity to develop his skills across several areas at both a local and regional level. He explained that the company is characterised

by a unique entrepreneurial spirit, flexibility and a strong commitment to the development of each individual employee. He added that it continuously encourages and challenges its employees to think long-term while having more concrete short-term goals and offers careers to high performing individuals.

The fast paced environment at Nutricia is made manageable, in Kieran's view, because

the work is very stimulating. He noted that the opportunity to enrich the lives of other people is always rewarding and it helps give employees increased energy, drive and motivation. He added that aside from the overall culture of the organisation, his colleagues are a continuous source of inspiration, being that they tend to come from a broad range of industry backgrounds, and bring a variety of valuable skills and experiences to the team.

Although Nutricia recognises that industry experience is important, it deliberately makes an effort when hiring new people to bring in those with direct clinical nutrition industry involvement, as well as individuals from other complementary sectors such as FMCG. Around 20% of Nutricia employees in the Nordic region have previously worked in FMCG and as Kieran explained, bringing in talent with different ways of thinking helps to enrich the organisation. Two examples

The best kept secret: Nutricia

include Mette Drakenberg (placed as Nordic Marketing Director and now currently Country Manager Norway) who moved from Philips Consumer over three years ago, and Jonas Karlsson (Senior Brand & Channel Manager) who joined Nutricia after a successful career at Orkla Confectionery & Snacks in Norway.

Regardless of background, Kieran explained that all Nutricia staff share a common desire to try new things and continuously develop their skills. Learning by doing is highly valued at the company and employees regularly happily test themselves by engaging in tasks where the solution is not yet known. Kieran has seen many examples of this during his time at Nutricia, and commented that he is truly proud to work with such tenacious and intelligent contemporaries around the world.

With almost 30 years of experience identifying and hiring talent for some of the world's best companies, Nigel Wright is very familiar with the key factors candidates value the most when choosing a new employer. Yes, it's undoubtedly true that big brands are attractive employers, but time and time again we see that the winners in the battle for attracting and retaining talent are those organisations;

regardless of brand reputation, that have clear values and a great culture where the employees are genuinely interested and motivated in the tasks they perform.

A number of the candidates Nigel Wright has placed at Nutricia over the years have moved from outside of the clinical nutrition industry to join the business. We firmly believe that daring to take the risk and moving to an unknown category, brand or industry can be incredibly rewarding when embarking on your next career move. We recommend that more job seekers should dare to challenge themselves when evaluating new potential employers. It's worthwhile doing extra research and not acting too hastily to turn down unknown companies.

It's worth noting that not long after this interview took place Kieran Youngman confirmed that he would be starting in a new role at Nutricia, after receiving a promotion to the position of Global Category Director, based at Nutricia HQ in Amsterdam. We expect many other great candidates we have placed at Nutricia to start new challenges in the near future, as they continue their journey at this great business.

Market snapshot

SWEDEN

Unlike its Scandinavian peers Sweden has experienced somewhat of an economic boom during the last few years with rising exports helping it grow between three and four times faster than Norway and Denmark. With its reputation for abundant generosity, however, it's no surprise that Sweden has so far welcomed more refugees per capita than any of its European neighbours during the current migrant crisis. It is the knock on effect of this characteristically liberal move which is causing some uncertainty about Sweden's economic prospects moving forward. Providing accommodation, job training and new jobs for 163,000 new entrants is proving more costly than expected and could prove unsustainable. This is exacerbated by a potential housing crisis, facilitated in large part by the country's low interest rates. Consumers are spending though and retail sales will grow again in 2016, by around 4%. All eyes will be on Sweden over the coming months to see how the country copes with its multitude of challenges.

