

CASE STUDY: RETHINKING LEADERSHIP: A CASE OF HIRING FOR WHAT'S NEEDED NOW





THE BUSINESS

A founder-led, self-funded challenger brand in the beauty industry, backed by family and friends. Their mission? To bring high-impact salon treatments into women's homes – at a fraction of the time and cost.

THE CHALLENGE

When the business first came to us, they were experiencing explosive growth, a fivefold increase in revenue month-on-month, fuelled by one standout product.

Initially, they weren't clear on what "leadership" looked like for them. Initially considering a Head of or Director-level hire, it quickly became apparent that might not be right – their customer base was growing, but the team was stretched globally, lightly managed, and handling sensitive, high-stakes queries (including allergic reactions).

This was to be their first leadership hire outside the founding circle (a tight-knit group of friends and family), and while some were experienced entrepreneurs, none had previously built a product-led, E-Commerce business. The stakes were high, and they'd already struggled to find a suitable candidate in the Netherlands. Time was tight.

The Founder leading Customer Experience was in her third trimester, and they urgently needed leadership in the CX function.

Importantly, they entrusted us to advise on the appropriate salary, and level – a critical move that enabled us to pitch the role correctly and attract the right talent.

THE APPROACH

We're proud of our 100% retention rate on permanent hires – and this case was no exception. We paused any rush to interview and instead focused on helping the founders make the right decision, on the level/ approach not just a quick one.

Before jumping into a hiring process, we arranged two consulting calls with experienced leaders in E-Commerce and E-tail. These conversations were pivotal. They helped the founders understand:

- Why a Head of/Director-level hire wasn't right yet
- What strategic and tactical hires should come first
- How to level the role in line with the business's actual needs

This early guidance saved them from diving into weeks of interviews for the wrong level of hire and gave clarity on the true requirements.

Twelve months later, we re-engaged to find a Customer Care Manager. someone hands-on, technically strong and able to scale systems and support. We leaned on our network and ran a targeted campaign, managing everything from brief to offer in two weeks. Despite a 12-week notice period, the stars aligned and the new hire was able to meet the founder in person while visiting the Netherlands – a perfect start.



THE SELECTION PROCESS

Streamlined and effective.

We conducted technical interviews and delivered in-depth reports to the founder. From there:

- 4 candidates were shortlisted
- 2 were invited to final stage
- An offer was made to a candidate from the beauty sector

The founder was delighted, saying she'd have happily hired both finalists. Their fractional COO was also impressed, not just with the quality, but with the speed and structure of the process. The whole process was 14 days from brief to offer.

THE OUTCOME

They hired a standout Customer Care Manager with deep experience in challenger E-Commerce brands. She's exactly at the right level, with the potential to grow into a Head of or Director role as the brand scales.

Just 3 months in, she's already had a transformative impact:

- AI introduced into customer operations to increase efficiency
- Hired in some new team members, from similar brands to increase knowledge
- On the brink of delivering a faster delivery service to remove friction

The result? A happy team, a confident founder, and a new brief in the pipeline from a fellow founder who heard about the experience.



TESTIMONIALS

Kerry is an absolute delight, there's no other way to put it! From the moment she reached out to me to discuss my next role and all the support she provided throughout the process, she has been a pleasure to engage with. Truly passionate in her field, providing valuable guidance but also adding a down to earth approach meaning that the intimidating process of finding a new role became much less intimidating and more like catching up with a friend. I would definitely recommend Kerry to anyone looking to land their next role in the world of CX - Thanks Kerry



Some roles are particularly difficult to fill, and some require an expert to find the right candidate. This is where Kerry stepped in.

After several weeks of struggling to find the right person for our CX Manager vacancy, I realised we needed some expert support and turned to LinkedIn. Whilst I could have reached out to various search agencies, I wanted someone who specialised in CX and truly understood our needs. Having spent weeks searching within a relatively small talent pool, I wanted to ensure that our search partner was highly knowledgeable and experienced.

Kerry's LinkedIn content was a standout. Her focus on CX and her clear advocacy for both candidates and employers demonstrated her deep expertise in the field. She came across as incredibly knowledgeable, and I was confident she was the right person to help us.

It was undoubtedly the right move. Kerry understood the market, recognised the geographical constraints we were working with, and knew exactly what we needed. Within a week, Kerry presented a CV that led to a fantastic hire.

I have no hesitation in recommending Kerry to anyone searching for a CX professional. Her expertise and approach made all the difference, and I am confident she can help anyone looking for top talent in this field.



ABOUT US

Sudale Search is a specialist search partner covering leadership roles in Contact Centre and Customer Experience verticals.

We identify diverse talent to push the needle forward for market disrupting businesses, with a fresh, candidate experience focussed approach to search.

Each search is started from ground zero and we explore the full market to ensure the best talent available to you in the market is identified. There is no candidate recycling, ensuring high retention rates.



THE QUALITIES THAT SET US APART

Transparent Partnership



We work transparently with you to reach a result. Regular progress meetings mean you are kept in the loop at every stage. The shortlist is never a surprise as we create it together!

DE&I



We partner with groups such as Women in CX to ensure greater diversity in Leadership. We are currently working on a mentorship programme to close this gap in earlier careers.

Over 70% of our leadership placements are from minority groups.

Market insider knowledge



We stay at the forefront of innovation by sitting on judging panels for various Customer Experience Awards programmes and regular attendance at Get Out of Wrap sessions.

Focus on Candidate Experience



Without the right Customer Experience (Client and Candidate) how can we ever hope to deliver the high impact results desired. Our commitment to enhancing the candidate experience means we had a 98% offer to hire ratio, 100% offer to start and 100% retention rate.

We did the industry first candidate experience report aimed at CX Leaders.



To book your free consultation

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Call: 07562 735148
01283 376042

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