



CASE STUDY:

FP&A Director with Start-Up Experience for a Fast-Growing Natural and Specialty Foods Company

CLIENT BACKGROUND

Our client, based in the Northeast, had operated its family-owned specialty foods business for decades, focusing on international foods. The company was successful, but the family's next generation was not interested in managing it. A forward-thinking private equity firm acquired the brand with plans to greatly expand its product offerings. With a new CEO and CFO on board, the management team was charged with maintaining all that made this brand successful while modernizing processes and significantly expanding sales and distribution.

CHALLENGE

The private equity partners brought expertise professionalizing and growing CPG companies. Working with them, the CFO in particular had ambitious plans to support the company's growth, but to deliver on them needed planning and analysis support – new ideas, accurate analysis and forecasting, and process improvements. As management and its private equity partners prepared to expand the finance team, they were particularly sensitive to retaining legacy employees and maintaining the culture that, despite the company's long history, valued the passion and sense of urgency that are more typical of a start-up.

APPROACH

While we identified experts in financial analysis, we knew that the strongest candidates would combine those technical skills with an entrepreneurial streak and a true love of food. After a long search of its own, the client had all but given up on this possibility. To address this challenge, we tapped unconventional networks, focusing especially on natural and specialty food start-up communities. For our client, a key to success was creating a qualitative litmus test for culinary passion, which was integral to its culture and brought its employees together as a cohesive team. We understood that a shared passion for discovering new, delicious foods motivated the team and was fundamental to the company's longtime success.

RESULT

Bringing together food and finance, we identified an outstanding candidate who had worked as a consultant at a Big 6 accounting firm earlier in her career, excelled in all finance and accounting disciplines, and had started a granola business while matriculating at an Ivy League business school.

As we got to know the candidate, we were convinced that she was the right individual for this role. We discussed with her the value and uniqueness of our client's opportunity as well as her vision for the future of her own specialty food brand. After developing a rapport with us, she became excited about the opportunity and asked to be considered for the role.

CPC Talent understood the company's special culture. We honored its commitment to legacy employees by finding candidates who would respect them and fit well within the existing culture.