

## Case Study // Nestlé Fast Start



Nestlé is the world's leading nutrition, health and wellness company, employing 8,000 people across 23 sites in the UK and Ireland.

Capp & Nestlé Win  
Best Apprentice/School Leaver  
Recruitment Strategy Category at the  
Recruiter Awards 2014



100% of candidates said the SST gave them a realistic insight into working at Nestlé

100% of candidates would recommend Nestlé as an employer after their AC experience

100% of candidates agreed the AC exercises were current & fresh

100% of candidates would recommend Nestlé as a potential employer based on AC

100% of candidates thought the online questions were fair & relevant

### The Challenge

In early 2013, Nestlé launched their industry-leading Fast Start programme, a three year scheme providing school leavers with the opportunity to work in a salaried training role while studying for their degree in Professional Business Practice. Capp worked in partnership with Nestlé to define the indicators of success and to design an assessment strategy capable of identifying individuals' potential for success, without relying on candidates' limited previous work experience. The three main challenges were:

- To increase social mobility in the recruitment process – a programme that would enable anyone, regardless of their background the opportunity to 'learn while you earn'.
- To differentiate Fast Start from other school leaver programmes.
- To identify candidates with high potential, not based on limited previous work experience.

### Capp's Approach

We identified eight core strengths as critical to business success in the Nestlé culture. These were measured across a series of innovative strengths-based assessments that appealed to the commercial edge of the scheme:

- Commercial and motivational questions in an online application form, to ensure successful candidates were genuinely engaged and motivated to work in a commercial role within the food and drinks industry.
- Online Situational Strengths Test, to provide candidates with a series of 'day in the life' scenarios. These ensured successful candidates had the core strengths required to excel in Nestlé's culture whilst providing candidates with a realistic job preview.
- Strengths-based Assessment Centre in which candidates come prepared to share an identified commercial opportunity and risk for Nestlé as part of a series of interactive and challenging engagements with Nestlé business leaders.

#### Assessor Quotes:

*"Really impressed by the quality of the candidates and overall felt really inspired"*

*"The Assessment Centre provides consistency for each candidate. Strengths-based interview allows recruiters to identify potential talent"*

*"Fantastic, the level was really high and I think we have secured some real talent in our business"*

#### Candidate Quotes:

*"Really enjoyed today, have attended other assessment days and this one made me feel so much more relaxed"*

*"I thoroughly enjoyed the whole day and it was better than I expected. It was an exciting and interesting day"*

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### Results

#### Great Business Outcomes

- Successful appointment of 12 talented individuals with high potential to progress in the business.
- The quality of candidates at assessment centre exceeded expectations, with 94% of stakeholders reporting that the calibre was similar or higher than that of graduates.
- Nestlé were able to successfully differentiate themselves from other recruiters though using a strengths-based approach.
- Candidates were successfully assessed on their potential to excel in the business rather than relying on examples of limited work experience.

#### Social Mobility and Diversity

The recruitment process successfully reached out to candidates from a more diverse social background and the assessment process did not disadvantage these candidates from progressing:

- 78% of all candidates successful at reaching assessment centre attended a state school.
- 70% of all candidates attended a state school.
- 60% of all candidates reported that neither parent had completed a university degree.
- 55% of candidates successful at reaching assessment centre reported that neither parents had completed a university degree.

#### Positive Brand Perception

Candidates responded positively to the strengths-based strategy and the assessments used:

- 100% of candidates agreed that Nestlé stands out compared to other recruiters by using a strengths-based approach.
- 100% candidates have a more positive view of the Nestlé brand as a result of completing a strengths-based interview.
- 100% of candidates thought the questions in the online application form were fair and relevant to Nestlé.
- 100% of candidates felt the online Situational Strengths Test gave them an insight into what it would be like to work at Nestlé.
- 100% of candidates agreed that the assessment centre exercises felt fresh and current.
- 100% of candidates would recommend Nestlé as a potential employer based on their assessment experience.

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