

# SCALING YOUR FINTECH:

A Roadmap For Who To Hire When



# INTRODUCTION

Scaling your fintech is exhilarating... but also incredibly challenging.

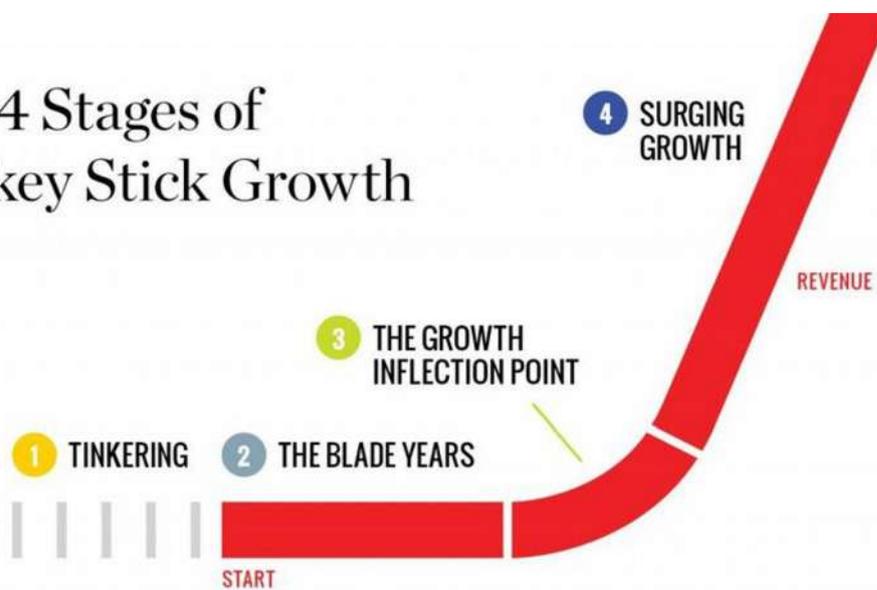
Not hiring the right people to support your growth can leave you overstretched, under-resourced, and will hurt your growth trajectory.

On the flip side, hiring too early can hurt cash flow, your runway, cash burn rate, and may prevent you from acquiring the superstar you really need down the track.

However, when young businesses get their hiring right, they flourish; demonstrating that the quality of their team is their biggest competitive advantage.

Once you hit product market fit, all of a sudden you might experience what silicon valley refers to as "hockey stick growth" - a growth inflection point followed by surging growth.

## The 4 Stages of Hockey Stick Growth



Source: Forbes

# INTRODUCTION

This graph of customer acquisition numbers from a 2009 blog from Xero's early days perfectly illustrates the hockey stick effect on their business.



Source: [www.xero.com](http://www.xero.com)

Specifically, you can see from the graph almost precisely where Xero hit their growth inflection point.

Comparing Feb 2008 to March 2009, the business experienced an almost 12x increase in new monthly customer additions.

That growth inflection point has 2 key impacts on your business:

- 1. Gaining financial resources becomes much easier** (investors and customers)
- 2. You need to hire a lot of people - fast** and if you are like most fintechs, all of your early financial resources are invested back into the business to hire talent, and build the team required to deliver on your long term vision.



# HIRING THE RIGHT PERSON AT THE RIGHT TIME IS CRITICAL TO YOUR SUCCESS

Your core goal once you've hit growth point inflection is "don't break the hockey stick."

You need to keep delivering on your promise and product roadmap, while also navigating the demands placed on your IT infrastructure as a result of rapid growth in your customer base. It's important to hire the right people at the right time to:

- Maintain your growth trajectory
- Continue to deliver on your customer promise
- Secure the technical resources to deliver on your product roadmap
- Maintain a robust IT infrastructure for your product / platform to handle customer growth
- Have adequate sales, marketing, customer support
- Provide confidence for further funding rounds if required

# YOU'RE NOT THE ONLY FINTECH HIRING

With technology levelling the playing field between the established major financial institutions, agile start-ups are rapidly entering the space with alternative offerings.

According to KPMG, investment in the fintech industry more than doubled in 2018, with total global investment exceeding US\$111.8 billion.

Research firm Frost & Sullivan estimates that the Australian fintech market alone will reach A\$4.2 billion by 2020, with a compounded annual growth rate (CAGR) of 76.36%. This astonishing expansion has led to several growth-related challenges for fintech providers – especially attracting and retaining qualified talent.

The acute shortage of top technical talent is a pressing global problem. In a recent UK survey, 61% of fintech companies said they were facing a moderate to extreme shortage of fintech skills, predominantly in technology.

And PWC's 2019 CEO Survey found that nearly 80% of banking and financial CEOs saw skills shortages as a threat to their growth prospects. "Access to and retention of best-in-class talent is a growing concern within the industry on a global basis, and the greatest of these skill shortages is occurring within the technical talent sector"- The Global Banking and Finance Review

# 80%

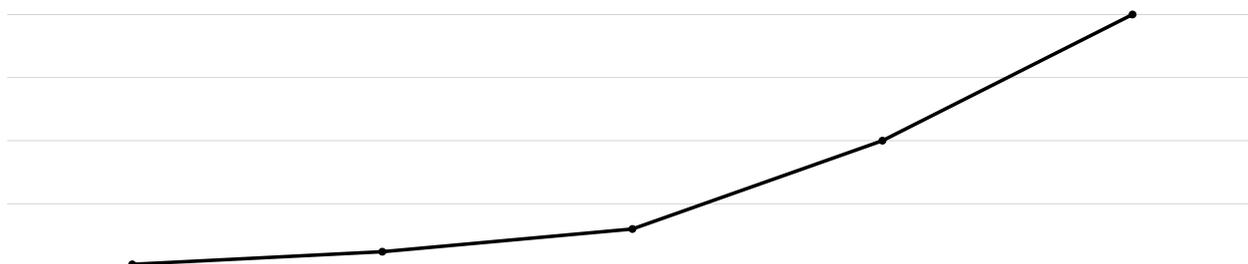
**OF BANKING AND FINANCIAL CEO'S SAW SKILLS  
SHORTAGES AS A THREAT TO THEIR GROWTH  
PROSPECTS\*** PWC's 2019 CEO Survey

# THE BALANCE RECRUITMENT FINTECH HIRING ROADMAP

Here at Balance Recruitment we work with a lot of fintechs on securing the right talent to help them scale their business effectively.

'Who to hire and when?' is a common problem and so we wanted to help fintechs make an informed decision by developing a roadmap that they can use to guide them as they grow. To help you better understand who to hire next within your business, we undertook some in-depth research analysing the LinkedIn profile data for 100+ Australian fintechs, collectively employing 6,000+ people. While we found that the LinkedIn data had certain limitations (it regularly confuses role with industry), it revealed some useful indicators in hiring patterns. We combined this information with a qualitative review of the structure of Australian fintechs at each stage of their growth, and additional insights gained from some of our own industry partners and customers, to produce a map of the way fintechs make decisions about who to hire when, workforce planning and budgeting.

Looking at the data, we segmented fintechs into 5 core groups to look at hiring trends within each:



**Bootstrapping**  
(1-10 employees)

**Product market fit**  
(11-20 employees)

**Hypergrowth**  
(21-50 employees)

**Major player**  
(51-100)

**New corporate**  
(100+ employees)

## BALANCE HIRING ADVICE QUOTE

*"You will always need to be focused on hiring IT technical talent throughout your entire journey. During each phase there are some shifts in your hiring priorities as you encounter new growth phases - but the need for technical IT talent is a constant."*



- Simon Hogg

# THE FINTECH HIRING ROADMAP

**AS YOUR FINTECH SCALES, THIS ROADMAP WILL HELP YOU BETTER PLAN AND BUDGET FOR YOUR OWN WORKFORCE GROWTH.**

GROWTH STAGE	PITCH TO TALENT MARKET	KEY CHANNEL	CHALLENGE
<b>Bootstrapping (1-10 employees)</b>	Compelling vision of the future combined with equity.	Predominant use of Founder's network.	Unable to match perks and salaries of bigger players.
<b>Product Market Fit (11-20 employees)</b>	Initial track record of success compliments original vision as key attractor.	Continued use of Founder's network and personal brand now supported by advertising and referrals from team.	Still unable to match larger organisations but available equity is diminished.
<b>Hypergrowth (21-50 employees)</b>	Rapid growth of the business results from increased sales revenue and/or new series of funding. All 3 make you an enticing prospect for potential employees.	As above plus: Use of recruitment agencies typically commences at this point. Engagement of contract resources helps achieves rapid onboarding whilst relieving cash flow pressures.	Constant need to invest large amounts of time to rapidly scale recruitment process without affecting quality of hire, culture or team's ability to perform their own roles.
<b>Major Player (51-100 employees)</b>	Definition and dissemination of compelling EVP starts to position your Fintech as an employer of choice.	As above plus: Development of in-house and partner capability broadens market reach.	Retention of original team members; vital to ensure unique culture remains and IP retained.
<b>The New Corporate (100+ employees)</b>	Leverage market position as segment leader or close challenger. Emphasis on culture of innovation and social/philanthropic actions creates a buzz around your brand.	Talent conveyor belt with defined attraction strategies, screening processes and QA.	Retaining focus on building talent pipelines that deliver best of breed talent for business critical roles.

# BOOTSTRAPPING PHASE: 1-10 EMPLOYEES

## Overview and Priorities

These are the heady early days of the business. The initial technology has usually been built by the founding partner(s), often alongside one or two key technical resources. Your priorities at this stage are typically validating product market fit, gathering pilot customer input, and securing funding for growth. At this point, if you're like most companies, you aren't building a long-term hiring blueprint, or putting formal recruiting strategies in place – you're simply too busy managing the many elements of the startup.

## Team Structure and Hiring Trends

In the bootstrapping phase it's common to find one or two key founders - often one responsible for growth and one for technology. The first 2-3 hires after that are generally specialised IT resources working directly on product development. These initial team members may accept more modest compensation in exchange for an equity position.

## Key Roles

CEO - Usually the 'visionary' and company founder, focused on customer acquisition and funding.....and lots of coding.

CTO - Often a technical co-founder, focused on the technical product / platform, architecture, CX/UX, and product roadmap.

Engineers - Design and build initial product in partnership with the CTO.

CFO / Finance Lead - Covers development of basic accounting function in addition to developing costs projections linked to sourcing and securing initial company funding.

## BALANCE HIRING ADVICE QUOTE

*"Many young fintechs don't have the budget to engage a professional recruiter to hire on their behalf and can't compete with the big boys on salary and perks. Instead they rely heavily on their individual networks; they combine their personal charisma with an unshakable (most days) belief in their product to convince a small group of disciples to commence a long and glorious march. Well, that and decent dollops of equity."*



- Paul Foster

# MARKET SPOTLIGHT: ROUNDED APP

## On Hiring Challenges

*"In the early stages of your growth, balancing your costs with headcount demands is incredibly challenging. We need to find people that operate at a high level, but don't have the budget to engage with external help, which means that the founders need to focus on finding people directly. We'd love to take the time to tell the story of how we're an incredible place to work and improve our employment brand to improve our ability to attract the right people. As a small start-up we don't have the track record of internal infrastructure that might attract the calibre of person that we need and someone working within a big blue-chip tech business won't necessarily take the risk of working with a small fintech."*

## On Hiring Trends

*"In the very early stages, our two core priorities were to continue to build a world-class platform and to delight our customers, and our first external hires reflected that. We hired an offshore developer and a customer success person, and with a lot of luck, we secured some amazing and transformational talent that have an excellent attitude that has a remit much broader than their titles might suggest."*

## On Advice For Other Fintechs

*"In the early days of your fintech, as a founder, there are very few things that you can be doing more important than recruiting great talent. While it might be an infrequent need in the beginning, it's also critical that you find the right person. When your workforce is in the single figures you need to assume 100% responsibility for identifying and hiring the right people to help deliver on your mission."*



**- Oliver Garside, Rounded App**



# PRODUCT MARKET FIT PHASE: 11-20 EMPLOYEES

## Overview and Priorities

As your fintech achieves product market fit and begins to get traction, you will start to uncover new opportunities and get noticed by the press.

Priorities in this stage typically include validating target markets for your solution, building a supply chain that can scale with demand, and deciding upon your go-to-market model. You may also need to pursue additional funding to fuel growth.

## Team Structure and Hiring Trends

During this phase there is increased demand for technical resources - Developers, DevOps Engineers, Scrum Masters and Product Owners. Another focus area that you'll need to scale is UX/CX. This helps define how people will interact with your product and how they'll engage with your overall brand.

It's at this point that you usually bring on board your first sales and marketing people. This typically means hiring a senior sales leader to design your product offering including price points, packaging and prioritisation of identified markets.

Often a marketing person will also come on board to create key branding elements and the marketing plan. Like most roles at this stage you'll need a versatile individual who has the ability to create a high level marketing vision but is still willing to get their hands dirty on day to day marketing administration tasks. Expect your first team/office coordinator during this phase, who will often have a wide remit including team events, onboarding new staff and various other responsibilities.

## BALANCE HIRING ADVICE QUOTE

*"Many founders' networks start to dry up around this point. Whilst most owners recognise they need to invest time networking if they are to keep hiring talent, competing priorities often limit the amount of time available. It's an opportunity missed as the business story is often at its most compelling. Thankfully advertising, contractors and recruitment partners quickly fill this void and become valuable additions to the talent sourcing strategy."*



- Roger Brant

# PRODUCT MARKET FIT: KEY HIRES

## Key Roles

- CTO - If there wasn't a CTO in the early stages then this is when they join to establish structure and define architecture in the rapidly growing IT team. If there was a technical founder / co-founder, then they often move into a more pure CEO role at this point.
- More Developers - either a centralised team used on a variety of projects or split into product specific teams.
- Front End Developers - to maximise user experience.

## UX/CX Non-Technical Hires

- CMO/Marketing Manager
- Team Coordinator/Administrator
- Sales team starts to form



# HYPERGROWTH PHASE: 21-50 EMPLOYEES

## Overview and Priorities

This is an exciting period, as your product is gaining market traction, often leading to the 'hockey stick' growth phase. Secured funding, supported by growing revenue streams, allows for significant investment in engineering talent to support building out the product roadmap.

Successful fintechs during this phase may hire 30 people in a timeframe much faster than it took to find their first 10. Talent becomes a core priority for the business to deliver on expected growth. Rapidly on-boarding a large number of hires delivers its own set of challenges. With potentially more new employees than old, retention of your culture needs to be a key focus. This starts with a formal definition of your values, ensuring your existing team have bought into these values, using them in every day discussions and performance reviews as well as making them a core part of new hires.



# HYPERGROWTH PHASE: 21-50 EMPLOYEES

## Team Structure and Hiring Trends

In this phase, delivering against an aggressive product roadmap may have you struggling to onboard additional developers and engineers as you invest heavily in new technical talent.

Once again, most hires happen in core technical roles during this phase. Expect to now invest in experienced leadership for your IT technical team - with many tech founders moving into more of a pure CEO role at this phase, if they haven't already. You will need to invest in a growth team at this point - some combination of sales and/or marketing depending on your go-to market strategy.

If you have a more B2B sales focus, you will ramp up an inside sales function. If you are more of a B2C or channel offering then expect to invest heavily in marketing resources during this phase. During this phase, we often witness the restructure of development teams as they move towards increasingly specialised roles. In many early stage start-ups, developers are expected to lend a hand wherever a fire is burning. Their time is split between design, build, test, deploy and support.

This makes for an interesting day, however constantly shifting individuals' focus can affect productivity and quality. We've recently seen examples of companies introducing specialist teams focusing on each of these areas.

Conversely we have witnessed other instances of DevOps style teams where build and test is embedded in the same function. This decision will obviously greatly affect your hiring plans and a change of direction may see you looking to hire a different style of engineer. And possibly saying goodbye to others.

# HYPERGROWTH PHASE: 21-50 EMPLOYEES

## Key Roles

- Technical Team Leads (Support, QA, Development or DevOps)
- Architect - Solution/Enterprise
- Multiple Developers
- DevOps Specialists

## Non - Technical Hires

- Sales/Business Development/Marketing Manager (Dependent on customer acquisition model)
- Finance Manager
- Customer Success Manager
- Human Resources Manager/Assistant Operations Manager

## BALANCE HIRING ADVICE QUOTE

*"This is a challenging time from a recruitment perspective - trying to maintain the essence of your culture whilst onboarding many new starters is a huge challenge.*

*Moreover, it's incredibly tough to find the right technical talent in the current market - it's a false economy to hire the wrong people just to meet timeframes.*

*Developing an approach that channels talent to your business is the key to success."*



- Paul Foster



# MARKET SPOTLIGHT: IGNITION ADVICE

## The Challenge

*"The challenge in being an Aussie Fintech with onshore tech resources is finding high-quality talent. There is most definitely a gap in the market. The reality is either finding people that really want to work for a small company, or you need to pay them a lot - which is tough for growing startups when you are making every dollar count."*

## What's hard

*"Every organisation wants to hire ahead of the curve - that can be hard to time and hard to justify. On the flip side, hiring behind the curve means scrambling and crazy hours."*

## Who to hire

*"The key thing is: hiring on a values basis is critical. Find people aligned for the journey, not the pay check. Have a process to ensure all employees know where we are going and that they actually agree with it. "*



**- Manish Prasad, Ignition Advice**



# 'MAJOR PLAYER' PHASE: 51-100 EMPLOYEES

## Overview and Priorities

At this point, your business is entering a new period of growth along with that comes a number of new associated challenges.

Competing growth priorities will lead to tough decisions. You'll want to grow your brand and client footprint whilst your customers are crying out for new features and performance. As the business grows, support demands rapidly escalate. You have to meet all these needs, whilst controlling costs and retaining your staff, who will be mercilessly head-hunted by your talent competitors locally and internationally.

You will need to staff up many peripheral functions in the business (e.g., accounting, HR, administration etc) with increasing compliance demands (PCI, ISO, Basel) draining resources across the business. Cyber Security becomes an increasing priority and will become a stand alone function rather than a duty of your Network Engineers.



# 'MAJOR PLAYER' PHASE: 51-100 EMPLOYEES

## Team Structure and Hiring Trends

This phase often brings two challenges.

The first is identifying, qualifying, and hiring large numbers of people across a range of business functions. Second is the replacement of early employees who may leave for many reasons including a competitive offer or a preference for smaller startup environments.

Typically this attrition is seen in the engineering and technical ranks, so be prepared for ongoing hiring of technical resources. At this stage many businesses utilise 3rd parties (recruiters, consultants, MSPs) to bring on contractors.

Obviously the use of contractors is more expensive than hiring permanent staff, however there are many benefits including relieving cash flow pressures. If you can negotiate favourable commercial terms you'll get a welcome respite from payment before the first invoice is due.

Businesses also find this is the quickest way to scale a development team and gives you access to a new pool of candidates.

Each supplier is likely to have a (partially) unique network of candidates and many contractors simply won't consider permanent roles, so they have previously been unwilling to consider you as an option as contractors are normally available at one to two weeks notice, it's a boon for rapid onboarding.

# MAJOR PLAYER PHASE: 51-100 EMPLOYEES

## Key Roles

- More Developers.....again.
- Cybersecurity specialists
- Project / Program Managers
- Helpdesk / Level 1 / 2 Customer Support

## Non-Technical Hires

- Compliance Specialists
- Operations Manager

## BALANCE HIRING ADVICE QUOTE

*"During this phase you will need to begin to think about recruitment as its own dedicated business function.*

*Some organisations will make the choice during this phase to employ an internal Head of Recruitment that partners with external agency suppliers. Other organisations decide to focus on their core operations and task one or two key managers with recruitment.*

*You will need a model that allows you to quickly scale and flex with your growth demands, without having to hire a big internal recruitment team"*



- Simon Hogg



# MARKET SPOTLIGHT: ZENITH PAYMENTS

*"We have found it challenging to find the right cultural fit and skill sets that meet our needs in the present, as well as looking into the future given our growth levels.*

*When you start small, people need to be extremely flexible in being able to perform numerous duties and functions. We normally look at employing "doers" first, by this I mean people that either generate revenue directly or significantly add to our capability to enhance our product offering in the market.*

*We believe in engaging directly with our customers constantly to hear how our products can be improved to make their business easier to operate. In the IT market it feels that there are an abundance of candidates, but for us, our partnership with Balance has ensured that candidates are appropriately screened for cultural fit and technical knowledge that is at a standard that will add to the whole team.*

*This process has been of enormous value to us as we have found great candidates and had Balance to screen on our behalf to ensure that candidates have both the required technical knowledge as well a cultural fit to be a valued member of the team as well as our organisation overall."*



**- Adam Harris, CFO Zenith Payments**



# THE 'NEW CORPORATE' PHASE: 101+ EMPLOYEES

## Overview and Priorities

Congratulations!

By now, your fintech is well-established, and you're competing for market leadership. Priorities continue to be customer acquisition, brand dominance and technical innovation.

You may be evaluating long-term strategic investments, partnerships, or mergers to enhance your market position, requiring additional business development, finance, or legal resources. You should also expect to staff up across all functions to backfill people moving into new internal roles or leaving your organisation.



# THE 'NEW CORPORATE' PHASE: 101+ EMPLOYEES

## Team Structure and Hiring Trends

Entering the new corporate phase, there are some significant changes to your patterns of hiring. You should expect to see increasing specialisation within your job functions, and the establishment of a common DNA that defines a successful technical hire (commitment to ongoing learning, collaborative in style, polyglot etc).

At this scale, your fintech needs to build a conveyor belt that will constantly deliver you great talent. Your EVP (Employer Value Proposition) should be well established and your internal talent teams and external partners should be working in concert, consistently serenading the best talent in the market. Your hiring process should be streamlined.

The temptation to create a bloated recruitment process with multiple stakeholders and numerous stages should be resisted. Data analysis of historical hires will reveal successful attributes of candidates and will help define the optimal hiring process.

Once streamlined, this process will allow you to outperform your talent competitors in all areas including pipelining talent, time to hire, brand engagement and accuracy of hiring decision.

This will help your business deliver the range of teams you will need to achieve your strategic goals. At this stage we see businesses hiring specialised support teams and splitting operations into distinct functions: troubleshoot, stage and automate.

On the non-technical side, your hiring will follow this pattern of specialisation eg. rather than a generalist HR person, you might now see specialist roles in recruitment, L&D, remuneration and benefits, etc. There will also be investment into people leadership roles, and increasing the capability and maturity of your sales, marketing and customer support.

Analysis of your workforce is likely to reveal another emerging challenge during this phase - employee turnover. With team turnover comes larger teams and more structure so the new corporate now has to factor in broad based staff turnover across the organisation, as well as increasing headcount.

# THE 'NEW CORPORATE' PHASE 101+ EMPLOYEES

## Key Roles

- Specialist support, staging and automation teams
- Head of Architecture
- More Developers
- Cyber Security Specialist

## Non-Technical Hires

- Line of business managers (Senior Managers reporting into C-level team)
- In house Legal Counsel
- More Sales and Marketing specialists
- Increase finance team - credit control, additional commercial accountants
- Procurement officer

## BALANCE HIRING ADVICE QUOTE

*"Once you have reached the new corporate phase, the people that were right for your early growth phase may not be the right people for your emerging corporate entity."*

*There will be a level of staff attrition of the "old guard" - the people attracted to work in an agile and fast start up may not desire, nor be suited to the new structure and demands of the organisation, and a healthy level of turnover is normal.*

*Focus on developing talent pipelines and building graduate programs to solve a lack of technical talent in the market."*



- Paul Foster



# MARKET SPOTLIGHT: AFTERPAY

*"For me it's about how you maintain the core reason of why you built the product and sticking to your values in spite of growing really quickly.*

*It's not easy to do, particularly when you've got such hyper growth and that's been the biggest thing that we've been hugely focused on is just keeping the customer at the centre of absolutely everything that we do."*



**- Nick Molnar, founder AfterPay**





# THE FIVE STAGES - KEY TAKEAWAYS

Every fintech company may not experience hiring growth in the same way, but a few general trends hold true for all fintechs as they scale and grow.

You'll always be hiring technical talent. In the early stages, you need a strong engineering and technical team to bring your product to life. However, even the most innovative products commoditise quickly and competition will demand continuous enhancements and a more comprehensive solution.

To meet that demand, your technical team will need to evolve continually. Hiring technical talent is hard. There are distinct shortages of technical talent and you will need a robust hiring strategy at every phase of your journey to ensure you can deliver on your growth and business objectives. If you want to keep growing, you'll need to keep hiring salespeople. As your business expands, you'll want to attack new markets and new verticals.

At the same time, you'll have to defend and grow your position within existing accounts. That means hiring more salespeople and often support teams.

Even lean, sales and engineering-focused fintechs need support functions. Teams such as HR, operations, support, and customer service ensure the business runs smoothly and enable customer and employee satisfaction.

# HOW TO MANAGE THE HIRING WAVE

As companies grow, hiring challenges grow with them. The first and most pressing is how to identify and engage viable candidates.

Patty McCord, former Netflix Chief Talent Officer, is famous for promoting ABR – ‘Always Be Recruiting.’

Fintech companies who embrace that lesson can employ a range of tactics to find talent:

**Leverage your network.** Who are the high fliers you know from previous companies? What industry leaders can you reach out to for referrals?

**Industry conferences.** Meet as many people as you can, and pay attention to presentations and demos. Who in your field presents well, and stands out from the crowd?

**Social Media.** Who is consistently authoring and posting valuable industry content? Are you fully utilizing LinkedIn and other tools?

**Internal Referrals.** Your team is an excellent source of referrals. They know what skills are required and what it takes to thrive in your company culture. Don't be afraid to ask them.





# IN-HOUSE VS EXTERNAL RECRUITMENT

Hiring in a growth organisation is an exciting challenge, and an opportunity to transform your company with new talent and fresh ideas. The challenge comes through from the ever changing demands of the business and short time frames to hire along with the strain it places on internal resources needed to hire the new recruits.

That's why many fintechs find themselves weighing the 'in-house' option versus outsourcing some or all of their hiring tasks.

Here are a few considerations:

**Qualification-** Every hiring manager has been faced with the dreaded 'stack of resumes.' Wading through a host of candidates is time-consuming and takes away from other mission-critical work. Does HR have the bandwidth and technical expertise to help qualify candidates and create a viable shortlist for all functions?

**Interviewing-** In a competitive job market, the candidate is evaluating you at the same time you're interviewing them. Not every manager has been trained in effective interviewing, and many may not ask appropriate behavioural or problem-solving questions.

**Offers, Compensation, and Benefits-** Are you up to date on competitive compensation in your industry? Are your titles and job descriptions fully aligned with role responsibilities? Will your offer be viewed as attractive by your candidate?

# HOW A SPECIALIST RECRUITING FIRM CAN TRANSFORM YOUR HIRING

Many companies, over-burdened with recruiting and hiring candidates in the competitive Fintech market, are turning to specialist recruiting firms.

Recruiters who specialize in the industry can offer many benefits to growing fintech companies:

**Experience.** Good recruiters have a long track record in the industry. They know the leading companies and have an extensive database of potential candidates and leads.

**Network.** Recruiters spend all day developing and cultivating their relationships and networks. This means they can bring you access to people that aren't actively looking and have insight into where potential talent might be found. They also have relationships with technical talent outside of the fintech industry and can sell the growth potential of the industry.

**Positioning your Opportunity.** The right recruiter understands what makes your career opportunity compelling and they know how to sell that opportunity to the talent market.

**Expertise.** Recruiting professionals are experts at interpreting resumes, conducting in-depth interviews, and determining whether a candidate is a right fit for your role and your environment. They are also effective at checking references, recommending appropriate compensation, and managing the offer process.

**Focus.** A recruiting expert can focus 100% of their attention on your hiring requirements. As a result, they can conduct a much more detailed search and deliver fully qualified candidates much faster than you can typically achieve on your own.

**Speed.** When you approach a good agency recruiter with your requirements, they may already know the right person cutting down your time to hire - and therefore time to scale.

For many fintech companies, specialized recruitment firms are an attractive option – they deliver better, more highly qualified candidates faster, and also expedite the interviewing and hiring process.

In the fintech industry, where time to market is critical, the speed at which an expert recruiter can fill key roles can provide a significant competitive advantage.

# BALANCE RECRUITMENT – A LEADER IN FINTECH RECRUITING

At Balance Recruitment, we pride ourselves in successfully finding the best talent for our fintech industry clients, we've been doing so since 2007.

That commitment to excellence is what has made us one of the leading IT and Executive talent recruiting specialists in Australia.

Balance helps our clients find the best technical, sales, and functional candidates for their fintech company. We also conduct executive recruitment for all roles in IT, Digital, Sales, Procurement, and HR.

The team at Balance is comprised entirely of highly experienced recruiters with an average of 20 years experience. We are respected specialists in our field and have an exceptional track record of delivering results that ensure our customers come back time after time.

Our level of experience means you are working with a true recruitment professional that can help position your organisation ahead of your competitors; truly listening and understanding your business needs, allowing us to source individuals who make your organisation better.



# EXECUTIVE PROFILES

## PAUL FOSTER

**Managing Director**

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Began career in recruitment in 1991. After 25 years in recruitment, Paul's wisdom and experience is highly regarded and sought after within the industry. He's known in industry circles as a thought leader on all matters recruitment. He provides guidance to the industry community through mentorship of individuals moving into leadership roles in recruitment through his involvement with the RCSA and has placed candidates in some of the most senior executive IT positions in the country.

Paul is an outspoken leader on fighting discrimination in recruitment – he champions fairness and equality for all. He has appeared on television and radio discussing discrimination issues and driven Balance's involvement in partnerships with universities on internationally published studies into racism in recruitment. Paul lives and breathes Balance's Value: Embrace Diversity: All people, all walks of life. Discrimination stops here! In business, he believes understanding the DNA of his customers, some of whom have been depending on his expertise for more than 15 years and matching that to his candidates, results in outstanding outcomes for everyone involved. What puts a smile on his face is enabling career-defining moments for his candidates.

## SIMON HOGG

**Managing Director**

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Began career in recruitment in 1999. For two decades Simon has successfully managed and delivered recruitment services to some of Australia's most recognised employers. His achievements and his leadership have made him one of the most highly regarded recruiters in the Sydney market. Intrigued by the process of finding great people and introducing them to his clients, he derives an enormous amount of satisfaction from observing what is achieved when amazing people and businesses join forces.

Simon is renowned for his ability to marshal a team; assigning the right resources on the right roles to deliver outcomes on large scale recruitment projects or niche skill searches. His consultative and honest approach, and his willingness to speak the truth, even when it's difficult to hear, wins him respect with all audiences. In 2007 Simon co-founded Balance Recruitment, with a vision for a better recruitment business, a business that not only cared about its clients, but also those looking to take the next step on their career ladder. Many years on, Simon is incredibly proud of this business; the customer experience, professionalism and care it delivers in every interaction is second to none. Interestingly, Simon can grow a full beard in a morning, has more computer screens than the starship enterprise, uses Balance as a warehouse for his car spare parts and much like Ricky Gervais in The Office, Simon has a guitar next to his desk....which he uses to serenade new starters.

# EXECUTIVE PROFILES

## ROGER BRANT

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Roger specialises in Executive recruitment for Technology, Digital, Sales, Human Resources, Procurement and CxO. Roger is also a highly qualified Executive Coach (he completed his Master's in Business Coaching at the University of Wollongong – Sydney Business School in 2018). This unique blend of recruitment and coaching is unique in the Australian market. Roger's expertise in both sourcing and developing people is unrivalled in the Australian workplace context.



**SILVIA WILLIAMS**  
**Principal Consultant**

Silvia is a career IT Recruiter with over 25 years' experience in the Australian market. Every action she takes is driven by a passion for helping customers and candidates achieve their goals and aspirations.



**AMANDA GUEST**  
**Principal Consultant**

Amanda's passion for nurturing partnerships and people has never wavered over her 20 year IT Recruitment career. The longevity of her relationships are the results of a lifetime of diligence; tirelessly and honestly advocating on behalf of her candidates and customers.



**BOB WALLACE**  
**Technical Recruitment Consultant**

Bob specialises in placing high calibre Software Engineers/Architects, Cyber Security Analysts, Projects Manager/Scrum Masters, and Cloud/Big Data Engineers.



**MARILYN LENNON**  
**Principal Consultant**

Marilyn has developed relationships with a large number of customers from global enterprises to smaller 50 people organisations, always providing the same high level of service.



**MARY ARANEDA**  
**Senior Consultant**

Mary's fastidious approach to sourcing candidates is matched by a logical and calm approach that results in great outcomes and satisfied customers.

# GET IN TOUCH WITH BALANCE

Balance's success can be attributed to one factor - our team.

Every formidable member brings an average of 20 years' recruitment experience to his or her role, and every one is focused on placing the right person in the right role for them. We listen to both our customer's and candidate's needs and ensure the entire process is a conversation, not a transaction.

Our job seekers have made tangible differences to peoples' lives and brought success to our customers. And this makes us very happy.

We would love to help you find success, regardless of which side of the process you're on. Meet the team below.

Email us or call using the below details:

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## **WOLLONGONG**

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**Connect with us:**



**Check out our website!**

