



IESF

20 YEARS

WORLDWIDE EXECUTIVE SEARCH

Annual Global Meeting

2022 – Peru

Tuesday 13th

## Agenda AGM September 13th

09.00 - 09.15	Welcome & Opening (Gertjan & Matt)
09.15 - 10.45	Round the World, Partner Update (All)
<b>10.45 - 11.00</b>	<b>Coffee break</b>
11.00 - 12.00	New partner presentations (Austria & Serbia) & Partnership Development
12.00 - 12.30	Business Model: Scale Up for Startups (Emmanuel)
12.30 - 13.00	Business Outlook Executive Search worldwide (Gertjan, Kirsten)
<b>13.00 - 14.15</b>	<b>Lunch</b>
14.15 - 15.00	Transfer and valuation of enterprise in headhunting (Patrick)
15.00 - 15.30	Marketing (Kirsten)
15.30 - 15.50	IESF Finance and Budget 2023 (Stephan)
<b>15.50 - 16.05</b>	<b>Coffee break</b>
16.05 - 17.00	Workshop (Eti & Dror)
<b>17.15 - 18.15</b>	<b>Pisco Sour preparation class</b>
<b>18.15 - 20.30</b>	<b>1st stop Museo del Pisco Bar &amp; musical show</b>
<b>21.00 - 22.30</b>	<b>2nd stop Chicha by Gaston Acurio Restaurant</b>



# Welcome & Opening



- Special edition with 2 full days of sharing knowledge;
- + 2 days of Leisure activities with family;
- Together to interact within the tight time schedule;
- Workshop Eti & Dror – 6 gifts over 2 days: first 3 gifts in the first coffee break
- Different approach Round the World this year – try out
- Sharing good ideas & wishes, if topic needs extended attention, we will schedule Zoom calls, IESF Academy or IESF Brainstorming Group
- Photoshoot tomorrow: business look
- Medical tips because of the height



# The Gap

starting point

## 1. Lottery:

Each of you gets a random name, which you will partner with until Wednesday afternoon.

**Remember: you must keep the name you received in full secrecy!!  
It is highly important !**

**2.** Tuesday, until **4pm** you are asked to leave **3 items** (out of the 6 you prepared) to your partner.

**Please make sure to leave the items in full discretion!  
your partner should not know or discover who left the items!**

**The core of this activity is to keep your identity discreet !!**



A satellite view of Earth at night, showing the curvature of the planet and the glowing lights of cities and continents. A thin blue line is visible at the top, representing the atmosphere. A solid blue rectangle is in the top-left corner, and a solid blue horizontal bar is at the bottom.

# Round the world

2 - 5 minutes per country  
time keeper Kirsten

1. What is your idea and practice about candidate placement as a practice and how important will it be for your future business?
2. Most important topic right now?  
Market a retention Coaching & Advising model to employers, because keeping staff is less expensive than searching 😊

00.00  
min

05.00  
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## 1. Do you have a specific question for your partners?

(What specific information do you want to take home with you after the AGM)

What are the three most important skills a research person (someone assigned to searching the market for candidates related to specific projects) should possess?

## 2. What do you want others to remember about you and your firm?

(What is the most important topic for you right now)

Value creation

Constant search to develop a USP (Unique selling proposition) – be able to claim something that my competitors cannot claim

00.00  
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### **1. Do you have a specific question for your partners?**

Apology that I'm not able to attend the AGM due to the Covid Restrictions of China. I hope all of you have a wonderful time at Peru for generating some new insights/milestones of the Federation. Look forward seeing all of you at Shanghai in 2023.

### **2. What do you want others to remember about you and your firm?**

We, as a pioneer and one of the founders of IESF, continue to strive our greatest effort to the successes and the continuation of Federation.

00.00  
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05.00  
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**1. Do you have a specific question for your partners?**

(What specific information do you want to take home with you after the AGM)

How can we best support you in do more business with your clients in Austria?

**2. What do you want others to remember about you and your firm?**

(What is the most important topic for you right now)

That you now have an experienced and committed partner to support you and your clients in Austria.

00.00  
min



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min



## 1. Do you have a specific question for your partners?

(What specific information do you want to take home with you after the AGM)

- How do you cope with this changing world of work?
- We would like to know about the implementation of new ideas that have emerged recently: services, best practices, technologies, sales arguments, fees, etc.
- In your opinion, is automation and artificial intelligence trends winning trust? Which are the main challenges and opportunities for tomorrow's HR and recruiting?

We expect to exchange different points of view of the sector, allowing us to gain inspiration to innovate in new procedures (and have fun while doing so).

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## 2. **What do you want others to remember about you and your firm?** (What is the most important topic for you right now)

In the last three years HR Burô has tripled in size in terms of clients and turnover. To achieve this growth we have increased from a team of 50 people to 120.

Our goal for the next years is to continue growing in Chilean key industries: mining, energy and financial services, incorporating technologies and automation that will allow us to maintain the excellence and human touch that characterizes us.

We are constantly asking ourselves; how do we take charge of a changing work world?

That is why we have implemented new services, technological tools, flexible schedules, new ways of working and new offices.

In our 2022-2025 strategic planning we have focused in business innovation and development of our people

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min



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Ingvaridsen Partners / Denmark



## 1. Specific question for your partners?

- Increase cross border opportunities, can we be more proactive?
- Share knowledge and best practice about our day to day work e.g. IT systems, research process

## 2. What do you want others to remember about you and your firm?

- Ingvaridsen Partners is a small company with a focus on C-suite positions across industries
- Denmark is currently very focused on green energy, ESG and sustainability



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**1- Do you have a specific question for your partners?**

- How to give more visibility to the IESF network (especially in the rankings of international networks)?
- Is there any interest in creating a harmonization of the IESF graphic charter, with for instance involvement in sustainable development?

**2- What do you want others to remember about you and your firm ?**

- Hommes & Entreprises strengthens its team with multilingual senior profiles.
  - Optimisation of work methods and tools (especially LinkedIn recruiter) to find suitable candidates, due to the shortage situation valid on all profiles in France.
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## IESF Germany: TOPOS Personalberatung



1. Do you have a specific question for your partners?
  - **What developments and trends do you expect for our business headhunting in the next few years?**
2. What do you want others to remember about you and your firm?
  - **As a founding member of IESF, TOPOS has been a strong and reliable partner of the network since 20 years and is one of the top 15 German headhunters in a market of more than 2,000 companies.**

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## **Do you have a specific question for your partners?**

(What specific information do you want to take home with you after the AGM)

### **My questions to all Partners are:**

1. Do you have clients who have offices/subsidiaries/factory or business in INDIA?
  2. Can there be business opportunities for us to work together?
  3. Can you refer clients whom we can meet in India and explore business opportunities? (*We are happy to meet clients with a reference and just say Hello!*)
  4. Is there an Indian company in your country, whom we can connect with and refer work to you?
  5. Have you visited India, or do you have any plans to visit India? (I would be delighted to offer assistance for your Indian vacation and meet you when you are here!)
  6. Can I do any thing for you, which can be a value add for you or your company or your family?
-

## What do you want others to remember about you and your firm?

(What is the most important topic for you right now)

- Confiar Global INDIA is one of the oldest IESF Partners (Since 2007)
  - We are a respected company in India, part of a large legal firm employing more than 400 people.
  - Confiar Global is a “**India business start-up specialist**”, helping international companies set up business in India and recruiting employees at all levels for them.
  - We are very keen to explore new business with IESF Partners. Happy to connect and explore.
  - Confiar Global India has been awarded “*Cross Border Champion*” with IESF for delivering maximum cross border assignments. We have worked with USA, Spain, Israel, Romania, Canada, China, and many other partners.
  - Please do reach out to us for any assistance. Visit [www.confiar.in](http://www.confiar.in)
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### 1. Do you have a specific question for your partners?

(What specific information do you want to take home with you after the AGM)

- What was the most innovative move/action you succeeded to implement in the last year(s)?

### 2. What do you want others to remember about you and your firm?

(What is the most important topic for you right now)

***Kishurim HR strategy is to provide a real added value to the market, mainly through innovation and constant change***

We have always been using the “blue ocean” strategy, in order to be ahead of our market:

- Identify the course of the market before others do, thus able to offer Value Innovation - to the customer.
- Provide knowledge and information, along with innovative tools and methodologies = become customers' business partners, not just another vendor...
- “Stand out of the crowd” – keep ourselves way ahead of our competitors in the tough Israeli market = Maintain high positioning, which enable us to keep our high value and charge higher fees for our services.

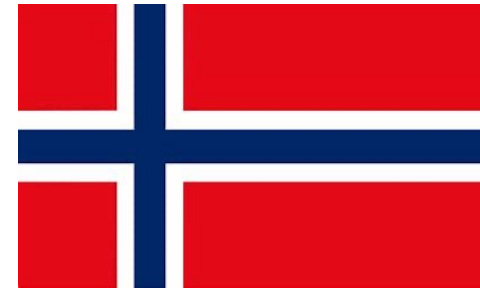
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IESF Norway



**1. Do you have a specific question for your partners?**

Interested in an even closer discussions/collaborations in order to develop business and quality services

**2. What do you want others to remember about you and your firm?**

RUUD Executive: Quality services. Small boutique developing step by step. Right now focusing on Private Equity clients/Family Office with businesses in the Nordics and to develop/identify Swedish and Finnish partners to grow together with Denmark and Norway in the Nordics

00.00  
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## 1. Do you have a specific question for your partners?

- Have you ever supported a client company having its HQs in Switzerland?
- How can we leverage your cooperation with your client from Switzerland (and viceversa)?

## 2. What do you want others to remember about you and your firm?

- In only 10 years Ganci Partners became one of the leaders in Switzerland within retain Executive Search
- No other firm have the same coverage (4 real offices Geneva, Lausanne, Bern, Zürich with over 35 people)
- In 2022 Ganci Partners has successfully launched a sister company (Novelia) specialized in assessment (5 people). Novelia has offices in Lausanne and in Zürich.
- 35 people for a 9 millions inhabitants country gives you an idea about our market share.
- We are a real partnership (such as Egon Zehnder). Consultants are shareholders of the firm (=high retention)

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## 1. Do you have a specific question for your partners?

- ❖ How does the "Great Resignation" movement, which has recently started to spread to other countries starting from the USA, affect companies and how impact people to think?
  
- ❖ In order to ensure customer satisfaction:
  - ❖ Do customers have new expectations from you and HR firms in general?
  - ❖ What are the unmet needs of customers in today's environment?

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## 2. What do you want others to remember about you and your firm?

- ❖ A reliable HR manager/company that carries out the job professionally, meticulously, with expertise and confidentiality and completes it on time.
- ❖ Company especially for difficult managerial positions
- ❖ Solution provider at all HR topics
- ❖ Challenging with incredible salary increases at very competitive market

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## 1. Do you have a specific question for your partners?

Two questions:

- What **do you have as USP?** Please **something UNIQUE**, not something that other firms offer already. We all say we are different, we give a personalized service, we are rigorous, knowledge of the market,.... They all say the same!!!!
- We're starting to **expand internationally with bclose** (only), and we really need to know which partners would like to avoid us to get into their markets (if they're interested on using / distributing bclose) to avoid conflicts and offer preferred partnerships with IESF partners.

## 2. What do you want others to remember about you and your firm?

We have innovation solutions for assessment (iSkills) [www.iSkills.app](http://www.iSkills.app) and to monitor the onboarding process (bclose) [www.bclose.net](http://www.bclose.net) . Of course we are a reliable executive search partner in Spain and Portugal. 😊



## 1. Do you have a specific question for your partners?

(What specific information do you want to take home with you after the AGM)

- As a relatively new member, I am just eager to continue getting to know those members I've only met virtually the last year as the USA partner representative. There are still other members I have yet to meet so I'm looking forward to understanding each of your firm's specialties.

## 2. What do you want others to remember about you and your firm?

(What is the most important topic for you right now)

- **Find Great People (FGP)** celebrates our 40<sup>th</sup> year in business starting in October 2022.
  - FGP does three primary things – **Find** talent, **Develop & Retain** talent, and **Transition** talent.
  - 2022 is on pace to be our highest Revenue and EBITDA performance in the history of our firm.
  - As of August 2022, our total headcount within the firm is 108 with 34 of those as Search Consultants in our Executive and Professional search division.
  - Due to our growth in 2021, we created an internal position called **Manager of Talent & Training**. By end of FY2022, we will have built internal training modules focusing on both **Personal** and **Professional Development** for our associates across the enterprise (as of July 2022 - we've had 83 associates participate in one-on-one training sessions).
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## 1. Do you have a specific question for your partners?

- a) How do you handle the topic of **inclusion and diversity** within your internal process? Is it common in your country to talk to clients about these topics when discussing a profile?
- b) How did you **become a headhunter**? At the beginning of your work experience, was being a headhunter part of your career plans?

## 2. What do you want others to remember about you and your firm?

- a) About North Hunters: although we are a boutique firm, we have the capacity & experience to be able to develop complicated projects.
- b) About Mexico: there is very capable, hard-working & honest people.
- c) About GS: I like challenges and learning a little bit of everything, even though sometimes the uncertain scares me; I prefer to do than to remain with the doubt. I have a saying: "where does it say that you can't?"

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## 1. Do you have a specific question for your partners?

(What specific information do you want to take home with you after the AGM)

- How do you stay focused on innovation in your business, “If you do what you always did, you get what you always got.” How to move along with the changing market.
- Who has an Advisory Board or sparring partner in business?

## 2. What do you want others to remember about you and your firm?

- Van de Groep & Olthoorn is a partner within IESF who you can ask anything. About our way of work, our processes, our people, our management style, our systems. We’re open for exchange and knowledge sharing.

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**IESF Partner / Panamá**



**Round the World - AGM 2022**





## 1. Do you have a specific question for your partners?

I don't really have a question, I have a suggestion to make.

IESF Partner /  
Panamá

The role Kirsten is doing to strengthen the external image of the federation, is fantastic. Thanks to that we all benefit from IESF Brand image. However, I think it would also be great if we added value to the partners by offering outside speakers throughout the year. I know we have had the master classes, and they have been very beneficial and useful to the members, but we should look at trends and innovations on the field, and I think well rounded outside speakers can give us inside on what is coming next in the field.





## IESF Partner / Panamá

### **1. Do you have a specific question for your partners?**

I propose that we come up with a list of topics of interest, maybe there can be a couple of people that will look around for good speakers and prepare a 2023 annual agenda. If we decide to do that, I encourage all of us to really commit and participate attending the training seminar. I will be happy to be involved and if someone else wants to join me, will be great.



## IESF Partner / Panamá

### 2. What do you want others to remember about you and your firm?

- We will celebrate 27 years in the market on September 21st, and we are expecting to close 2022 with an operation growth of 150%, compared to 2019. We foresee this as a historic year for the firm.
- We lost competitiveness when Pandemic struck (hit). At year closing of 2021, Arden & Price was thinking of reducing operations by the first quarter of 2022. Local economy had a low performance, and health restrictions were not softening.





## IESF Partner / Panamá

### 2. What do you want others to remember about you and your firm?

- However, by March 2022, the scenario changed completely. Clients starting demanding searches due to the country economic recovery. We returned to the field very strong and started regaining our place in the market.
- By 2023 we should be back being the local top firm on Executive Search in Panama. Our competitor now is the international firm Amrop. The trend has reversed and we are back to claim the position we had.
- The focus that will enhance Arden & Price growth in 2023 will be innovation and data driven tools.



## 1. THE CURRENT ECONOMIC SITUATION

- Peru's economy is estimated to grow 2.5% in 2022 and 2% in 2023.
  - The mining conflicts in the south of Peru, which led to the paralysis of the Cuajone and Las Bambas mines, had a great influence on the economy.
  - Non-primary sectors grew around 3.7% due to non-primary manufacturing (+4.2%), total services (+3.6%), commerce 2.5% and construction (+6.0%).
  - External factors:
    - Inflation
    - Increase in rates by the Central Reserve Bank (BCR) and the Federal Reserve (Fed)
    - Negatives on economic activity worldwide (USA and China)
    - Ukrania war
-



IESF Partner / Peru



## 2. THE CURRENT SITUATION OF OUR COMPANY

- Growth in billing in 300%
- Growth in operations in 400%
- Staff growth 200% (from 5 to 10 employees)

## 3. SUCCESSES OR CHANGES TO SHARE

- We have become leaders in **energy sector**, covering a **40%** share of this sector.
- We have awarded 80% of tenders with the public sector: (4 of 5)

Positions to search:

- ✓ 10 executive search
  - ✓ 60 middle management
  - ✓ 300 trainees
-

## 1. Do you have a specific question for your partners?

- 1) How do Partners recruit Consultants/Partners for their companies?
- 2) What kind of remuneration scheme do they use for consultants for fulfilling an assignment as well as for bringing a client (employment contract? B2B contract? What base and what bonus depends on what)?
- 3) How do Partners protect themselves against losing a Client and taking a Client outside the company when a consultant leaves?

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## 2. What do you want others to remember about you and your firm?

(What is the most important topic for you right now)

### Currently

- 90% of our clients are customers who know us and come to us on their own **without marketing and active sales.**

### Goal

- To build replicable marketing and account management processes.
- To build processes to pass on recruitment projects to new consultants and monitor these processes.

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## **1. Do you have a specific question for your partners?**

(What specific information do you want to take home with you after the AGM)

The game has changed. I am interested to learn how do the partners engage the candidates in order to minimize the chance of rejected offers or self rejections and how do they make the clients aware of the market changes.

## **2. What do you want others to remember about you and your firm?**

(What is the most important topic for you right now)

Trustful partner on international level. Going “global” with local clients is a major achievement. Creating from stretch complete teams for clients and being close (both on personal and professional level) has made the big impact in going to the next level.

00.00  
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**1. Do you have a specific question for your partners?**

(What specific information do you want to take home with you after the AGM)

**2. What do you want others to remember about you and your firm?**

(What is the most important topic for you right now)

00.00  
min



05.00  
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**IESF**

Coffee Break  
*15 minutes*





New Partner Presentation


Serbia – Milenko Mladenovic



**KEY SOLUTIONS**  
Consulting

 **KEY SOLUTIONS**  
Key solutions for your business

Key Solutions is located in New Belgrade,  
the heart of corporate word.

 Mihajlo Pupin Boulevard 10E, Yu Business  
Center ; Nedeljko Gvozdenovic Street 16a.  
11070 New Belgrade, Serbia

 [info@keysolutions.rs](mailto:info@keysolutions.rs)

 [www.keysolutions.rs](http://www.keysolutions.rs)

**QUALITY DEFINES US**





## ABOUT US

### Key Solutions Consulting is founded in 2011.

We are a consulting company that provides services in the field of HR management, Executive search, Organizational Development, Performance Management, and Strategic Management of HR functions in companies, all with the aim of successfully introducing changes and ensuring continuity in business results of our clients.

The basic principles on which our practice is based are the maximum use of the internal potential of each of our clients (companies), the most successful international practices combined the specifics of the local environment.



The founder of Key Solutions Consulting is Milenko Mladenovic. Many years of corporate experience gained in top management positions in the largest domestic and foreign companies in the country, brought him the necessary expertise to manage our company.

He is a graduate economist, with a large number of completed professional seminars and certificates in the field of HR Management, Organizational Development, Strategic Management, in the country and abroad. He graduated with a MASTER from the Bled School of Management - IEDC BLEED.

**FOUNDER & CEO**  
Mladenovic Milenko





## OUR MISSION AND VISION

Our mission is to offer clients the highest quality, innovative and practical solutions in the field of human resource management and executive search, building a long-term partnership.

Our vision is that with our unique approach and the support of a top team of professionals, we inspire our clients to achieve top results.

**OPERATIONS MANAGER**  
Vasic Natasa





# OUR CORPORATE VALUES

## TRUST

We strive to act in a manner that builds trust with our clients.

## INTEGRITY

Res, non verba.

## FOCUS

We only focus on key solutions.

## WE LEAD

Clients are our priority, we encourage them to become the best versions of themselves by giving them full professional treatment and support.





# KEY SOLUTIONS BUSINESS RESULT

- ❑ One of the leading domestic consulting companies in Serbia, with constant growth
- ❑ Over 100 active clients
- ❑ Leading services : HR Outsource and Executive search (participates in about 50% of our turnover)
- ❑ Long-term partnerships with clients
- ❑ Team of 9 full-time employees and 10 part-time consultants
- ❑ 2 offices in Belgrade

2021. Business result – the best in the last 11 years





# KEY SOLUTIONS APPLICATION

Key Solutions Consulting has patented its application in accordance with the highest world's HR and ICT standards.

The Key Solutions application allows all our clients to access the complete process of testing, performance management, individual employee development plans, employee satisfaction analysis, as well as all other activities on which our cooperation is based, with just a few clicks.

The application helps us to provide customers with even greater, faster and more effective support within all HR processes, raises the quality of our services to the maximum level and ensures optimal functioning of all segments of our business.







## OUR SERVICES

### HR OUTSOURCE

HR Outsource functions is a service that profiles our company as a leader in the Serbian market.

It involves complete / partial outsourcing of all HR processes, except for personal administration and payroll, and covers all areas of work in human resource management: Performance Management, Talent Management, Projects for Improving Corporate and Organizational Culture, Selection, Development and Education of Employees.

**We become your Internal HR Partner.**







# EXECUTIVE SEARCH

Executive Search is a service dedicated to finding professionals for the needs of our clients through direct access, advertising and review of the candidate base.

During the selection process, we use our own database and personal contacts, but we also collect information from additional sources that refer us to potential candidates.

Before presenting a candidate to a client, we conduct a thorough competency-based interview and our consultants begin a detailed background check. We strive to provide the client with as much information as possible that could influence his choice.





# INDUSTRIES / EXECUTIVE SEARCH

- IT
- BANKING AND INSURANCE
- FOOD PRODUCTION
- STEEL PRODUCTION
- FMCG
- HOSPITALITY
- RETAIL CHAINS
- CONSUMER ELECTRONIC
- CONSTRUCTION & INVESTMENTS
- LOGISTICS





# OUR TEAM

Our consultants are experts in the field of HR management, organizational development, psychology, law and finance, with many years of experience in managerial positions in the largest business systems.

Our team of consultants, who performed managerial functions in the field of HR Management in the largest companies, is ready to transfer their knowledge to our clients in order to improve their business.



# REFERENCES





years providing

**11** KEY SOLUTIONS

for your business





New Partner Presentation

Austria – Yenni Benze - Mantwill

# YBM Partners

Executive Search | Leadership | Coaching

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[Yenni.benze@ybmpartners.com](mailto:Yenni.benze@ybmpartners.com)



Presentation for the AGM in Peru



# Partnership with IESF

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Thank you for inviting me to join IESF!

## □ Why IESF?

- To be part of a global partnership, working closely across borders and time-zones
- To share best-practices and experiences
- To have professional partners for clients' searches outside of Austria
- To use synergies and references for clients' acquisitions

# About me

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- ❑ Born in and grew up in Saigon (Ho-Chi-Minh City) in Vietnam
- ❑ 1975: after the fall of South Vietnam, my family immigrated to Vienna, Austria
- ❑ 1995: joined TASA International Executive Search as a Junior Consultant
- ❑ General Electric Capital, Kearney strategy consultancy, monster.com and Amrop International
- ❑ May 2021: YBM Partners was founded
- ❑ September 2022: Partner of IESF
- ❑ Personal life: Married, 2 girls (19 and 17 yrs)
- ❑ Interests: family & friends, travelling, food, reading, sailing, skiing



# Professional competences

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- More than 25 years of consulting experience in executive search and management consultancy
- Profound understanding of structures and processes
- Broad network in retail, FMCG and manufacturing in Austria
- Experience in leadership assessment
- Experience as certified executive coach

# Personality

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- Openness and curiosity
- Passion
- Resilience and persistence
- Honesty and Integrity
- Structured and analytical
- Go the extra mile

# References

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Selected assignments in various industries:

- CFO – Prolactal / ICL Group
- GM production & technics – Lamb Weston Meijer
- Plant Manager – Fresenius Kabi
- Head of Purchasing – Alstom/Bombardier Transportation
- Head of Sales CEE – Metsä Tissue
- Head of Finance – Russmedia Private Equity
- Global Head of Product Management – MAM Baby
- Head of Sales – MAM Baby Italy
- Head of Operations – Queensway

# YBM Partners

Executive Search | Leadership | Coaching

*We deliver uncompromising quality based on  
experience and commitment.*

[www.ybmpartners.com](http://www.ybmpartners.com)

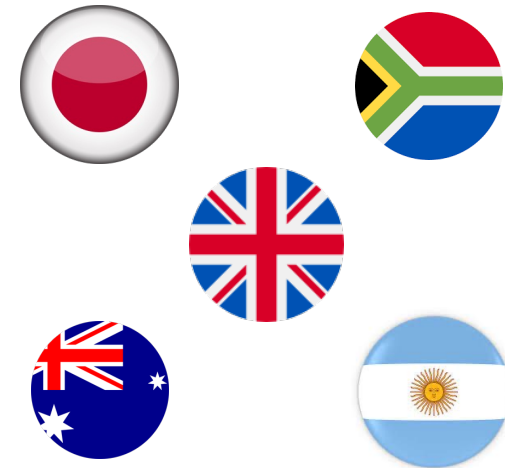


Partnership Development

*Gertjan & Kirsten*

Partnership Development

AMERICAS – EMEA –  
ASIAPAC



*“Since 2002, successfully delivering  
**local** executive talent through a **global** network of IESF  
partners”*

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Cusco IESF AGM / September 2022

[welinktalent.com/startups](http://welinktalent.com/startups)

**WeLinkTalent | Recruitment  
Innovation**

**Scaling up Startups – Business  
Model**



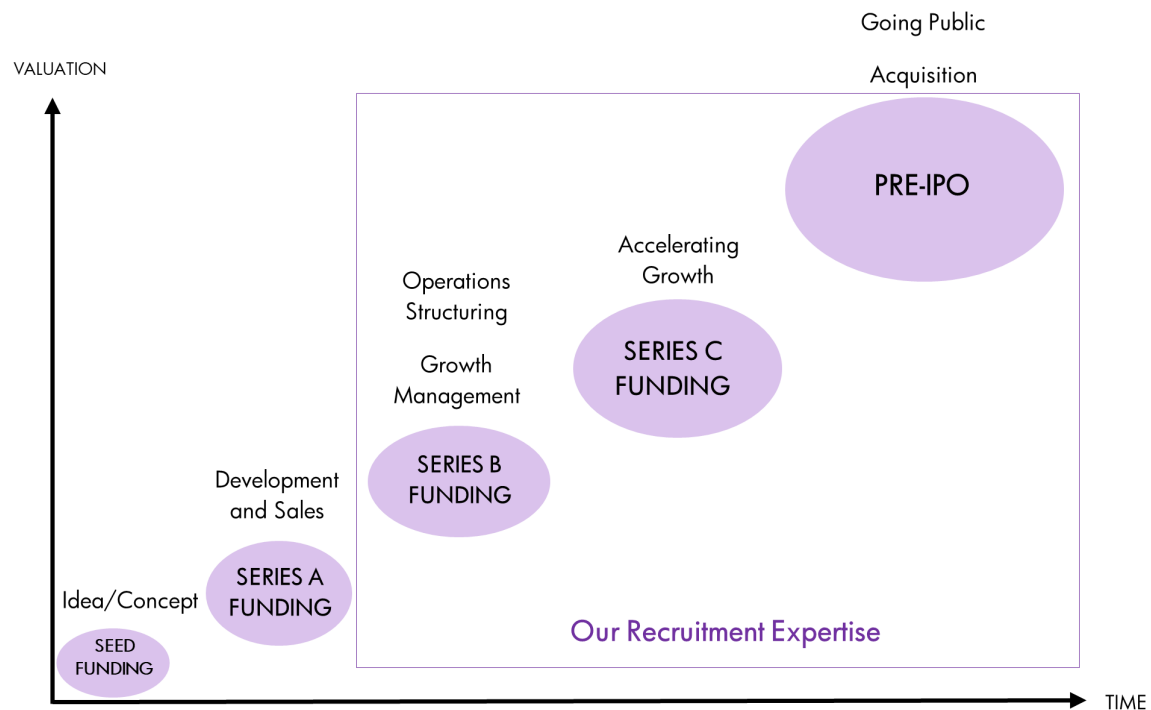


**We help startups to execute  
their business plan till the next  
phase of funding**

 VeLinkTalent

# Start-Ups: Growth and Phasing

## Funding phasing for Start-Ups



As your start-up grows from the pre-series-B till pre-IPO stage, the functions and demands of your company change.

Your board and other stakeholders will want to mitigate their risk: more experienced individuals to play different roles in the team. Talent of different skill sets, and experience will be required to strengthen operations.

Start-ups will want to expand and grow their team to meet the demands of new projects and goals.

We accompany you in all phases of growth. We help you balance agility and seniority. To accelerate the development of your start-up.

We help you execute the Business plan till the next funding stage.



# Start-ups: Growth Consulting

**WeLinkTalent helps founders to execute the business plan till the next phase of funding. The goal is to focus on retention to keep the pace of the investors**

**Startups can be in a BUILD mode (Series B) or an ACCELERATION mode (Series C), facing many challenges: Cash Flow or money allocation, Execution of the business plan, access to talent, Organisation design, Team structuring, and Founder coaching.**

## **Start-up Recruitment Services**

- Advisory Board
- Consultants for equity
- Team Building
  - > C-level
  - > Sales team
  - > Delivery team
  - > Finance team
  - > Technical team etc.
- Geographic Expansion
  - Recruitment (regional)
  - EOR solutions

## **Growth Consulting**

- Organisation Design
  - > Team Structure
  - > Recruitment phasing/planning
  - > Freelance vs Permanent
- Resource Allocation
  - > Remuneration structure
  - > ESOP Allocation structure
  - > Initial Sales commission scheme
- Cultural assessment
- Coaching & mentoring

# Recruitment Growth Project Financials

	Permanent Recruitment	Scale Up Project
Job Description	Known	To write and define
Salaries	Budgeted	Depending on market value
Search Type	Specialised	Consultative / Generalist
Decision Making process	HR, Hiring Manager, C-Level	Founder, Hiring Manager
Time to hire	>6weeks	<2weeks
Offer Management	Easy	Difficult



# Case study: Recruitment Growth Project with

## Scale-up Project with Start-up H3 Dynamics – Dec 2020 to January 2022

During one of our recent partnerships with H3 Dynamics, we provided consultation for with regards to organizational design, recruitment strategy and other HR goals.

Being retained on a project basis allowed us to dedicate the time to dive deep into our partner's needs, giving us much better insight into the type of candidates they want and building the founding mindset needed for the growth of H3.

### Recruitment and Consulting Services:

- Needs Assessment / Job definition
- Team structuring advisory
- Company Cultural Assessment
- Recruitment plan and strategy
- Remuneration structure advisory
- Executive search and recruitment (regional)
- Building an advisory board

The logo for H3 Dynamics features the text "H3 Dynamics" in a bold, italicized sans-serif font. The "3" is a light blue color, while the "H" and "Dynamics" are black.

# Recruitment Growth Project Financials

Initial Offer			Total SGD
Retainer	10'000	12 months	120'000
Fees for managers	20%	9	250'000
Fees for Staff	15%	10	120'000
Resources		2 consultants	
Total		19	490'000 SGD
Esops			80'000

# 19 Recruitments

Number	Title	Function	Start Up	Seniority	Methodology
1	CRO	Operations	Series-B	Executive	Direct Approach
1	COO	Sales	Series-B	Executive	Direct Approach
2	International Sales Manager	Sales	Series-B	Senior Management	Direct Approach
2	Channel Partnership Manager	Sales	Series-B	Senior Management	Active Candidate
5	Sales People	Sales	Series-B	Management	Talent Pooling
1	Operations & Technical Management	Interim Management	Series-B	Interim Management	Active Candidate
4	Developers (Tech)	Tech	Series-B	Middle Management	Talent Pooling
1	Controller	Finance	Series-B	Management	Professional Network
1	Supply Chain & Quality	Operation	Series-B	Management	Direct Approach
1	<b>Advisory Board Member</b>	<b>Holding</b>	<b>Series-B</b>	Executive	Opportunistic

# WeLinkTalent References: Start-ups

## 2021-2022



**H<sup>3</sup>Dynamics**

**enablex**

**ADDX**





# Thank You

## Address:

96 Robinson Road  
#11-04 SIF Building,  
Singapore (068899)

## Emmanuel White:

[ew@welinktalent.com](mailto:ew@welinktalent.com)  
+65 92 444 170



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# Scale-Up for Start-ups: Strategic Recruitment

We have proven experience in expanding start-ups in Singapore and globally with our expertise in organisational design (Your team structure), phasing of recruitment and team building. We believe in finding the right people for the phase of growth of your start-up.

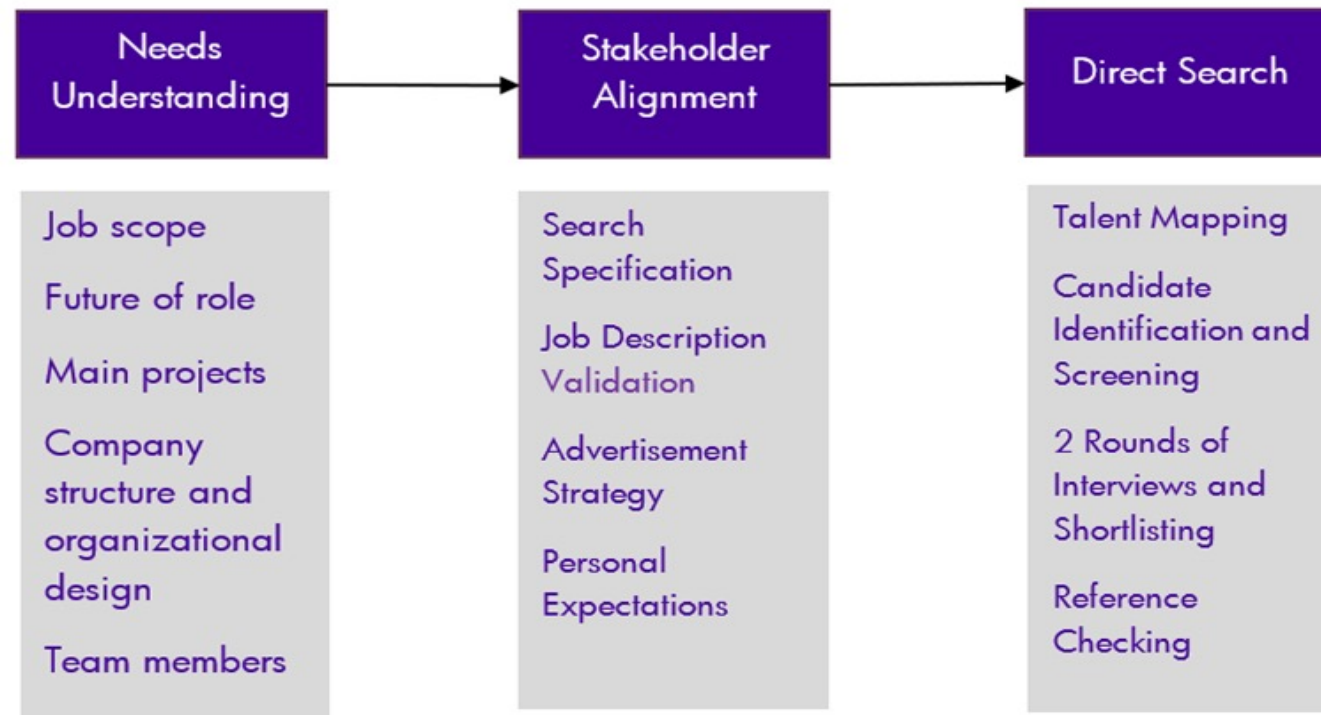
## Services for Start-Up Recruitment

- Preparation: Being Future Proof
  - Understanding the vision
  - Assessing and listing the needs
  - Strategy to maximise retention
  - Remuneration & compensation Strategy
- Organisation design
  - Priorising and phasing for team building
  - Months by months plan
  - Recommendation on Organisation Structure
- Recruitment processes
  - Key Account Manager multi discipline
  - Thinking of an EVP from day one
  - Set up efficient and agile recruitment process strategies aligned to changing business requests over time
  - Thinking talent pool, not shortlist.

Define Metrics of Success & Role Direction for C-suite executive

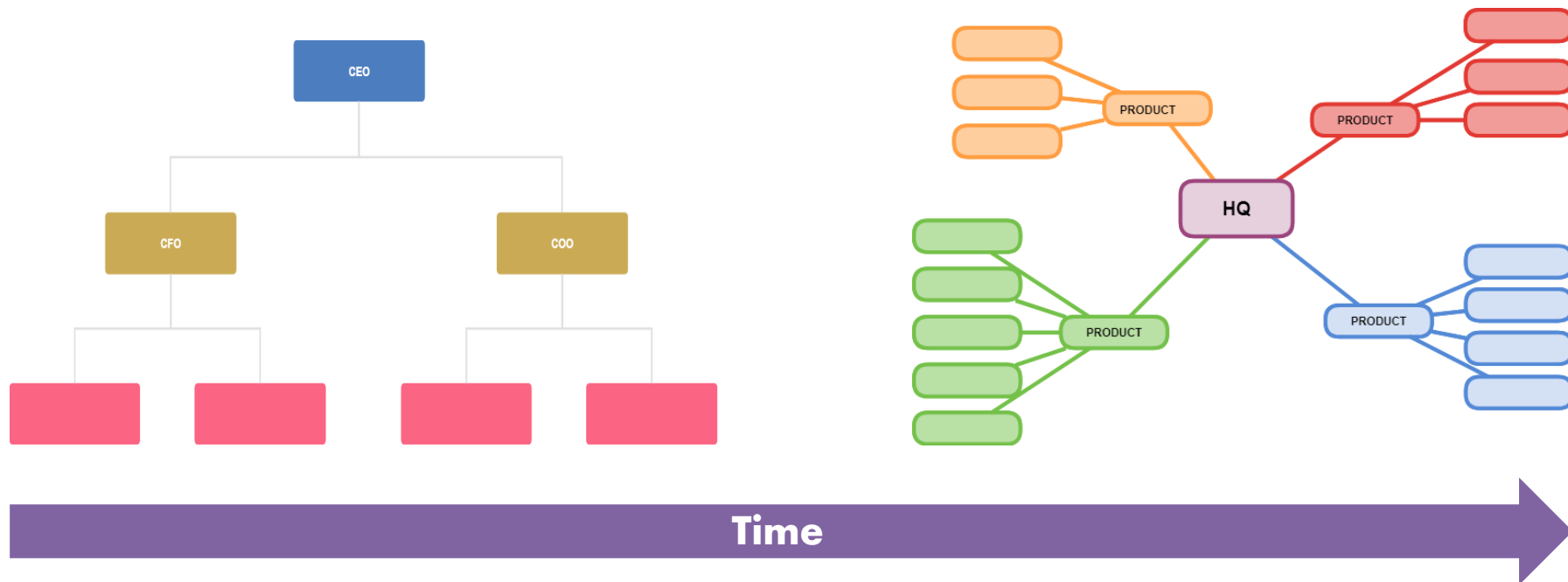
# Search Methodology – Talent attraction

Attracting the best talent is an art, WeLinkTalent acts as an extension of your business, hence we will design, assess and define the best strategy to recruit the talent needed to execute your business plan with the right mindset.



# Team Structuring for Startups

Adopting the right structure for the right growing phase is one of the many challenge our startups face. We have proven ability to structure simple and efficient design adapted to the business model of the organisation.





Business Outlook Executive Search  
worldwide

*Gertjan & Kirsten*

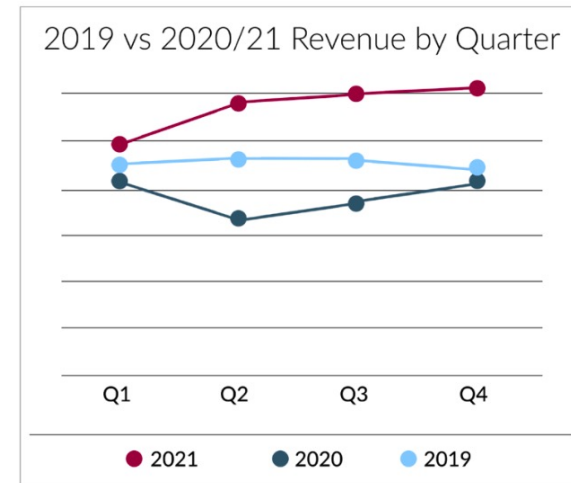
## Review and Outlook of the profession

- Based on desk research and business insights AESC & other business articles
  - Great Reset and Great Resignation fruitful demanding climate for executive search profession
  - Executive Search experiences record growth worldwide
  - Greatest driver looking from a client perspective is a mass societal shift, a complex time of change accelerated by Covid-19:
    - Digital transformation;
    - Drive for Diversity Equity and Inclusion (DEI);
    - Focus on Environmental, Social and Governance (ESG - Sustainability);
    - Organizational restructuring post-pandemic;
    - Looking for agile leaders who adapt and innovate;
    - Bigger investments in teams and culture.
-



## Historic growth for executive search worldwide

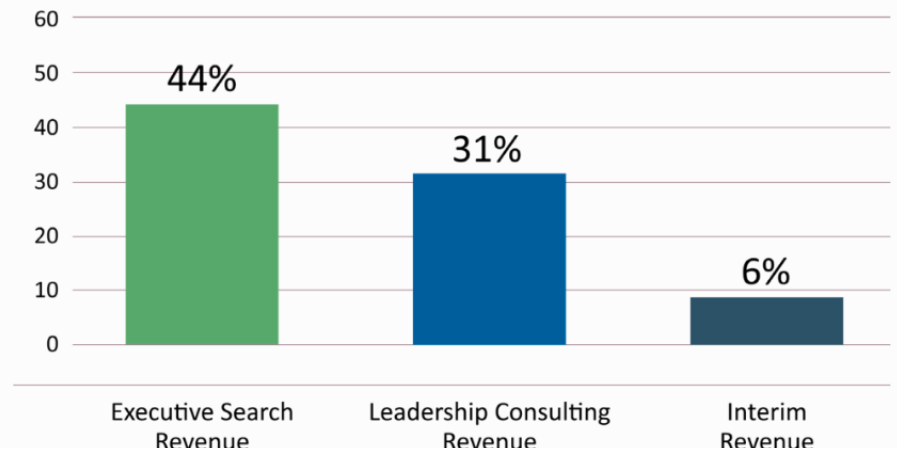
- Profession data reveal a growth in global revenues with 42% year over year
- By Q4 2020, the profession globally was already back at pre-pandemic levels
- In only the first half year of 2022 IESF reported 30 international assignments. The pipeline and expectations for the second half of 2022 is promising



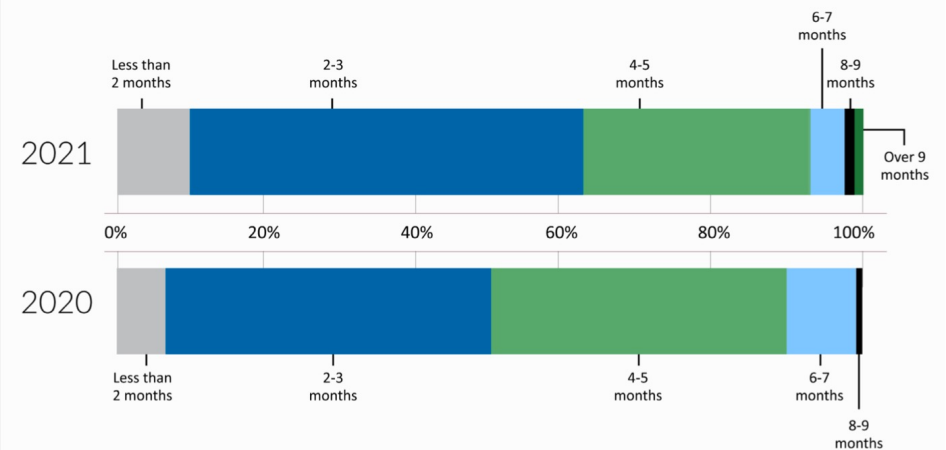
## Revenue growth & searches

- Both executive search and leadership consulting revenues grew at record rates.
- Interim management revenue also grew, especially at the firms with substantial investment in Interim services. (business in new ways)
- Due to increased demand, consultants are taking on more searches and the average fee per search increased
- Consultants also complete searches faster. The average time to complete a search decreased.

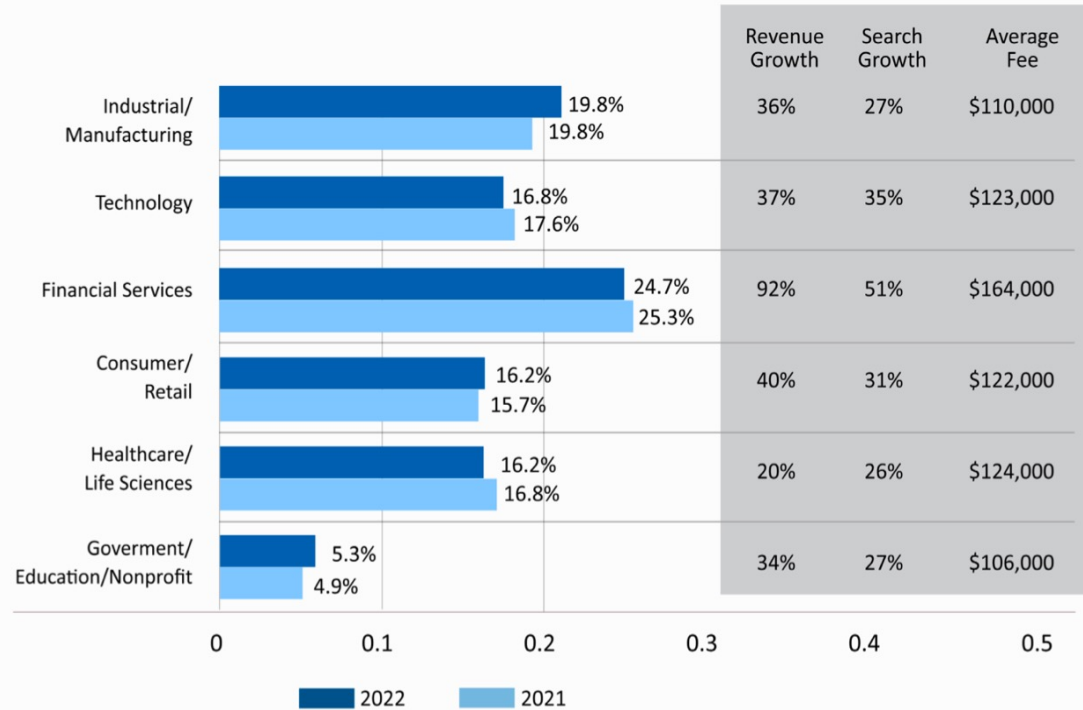
### Revenue Growth by Line of Business



### Duration of Search



## Market Share by Industry



## Searches per industry

- The most growth occurred in the financial services sector. Also commanded the greatest fees.
- Biggest industries in market share are: Financial Services, Industrial / Manufacturing, Technology & IT and Healthcare / Life Sciences.

## 1 GLOBAL FORCES

- COVID-19
- Disrupted Travel/Mobility
- Accelerating Rate of Change
- Digital Transformation
- Declining Trust in Institutions
- Ukraine
- Stakeholder Activism
- Focus on Wellness
- Climate Change
- Digital Connectivity



# Key Themes Impacting the Profession

## 2 BUSINESS IMPLICATIONS

- Purpose Driven Leadership
- Rising Trust in Business vs. Institutions
- Digital Commerce
- 24/7 Connection to Customers
- Supply Chain Disruptions
- Demand for DEI
- Rise of ESG
- Sustainability on the Board & C-suite Agenda
- Investment in Corporate Wellness
- Investment in Talent & Culture
- Taking Stances on Social/Political Issues
- Partnership Ecosystems



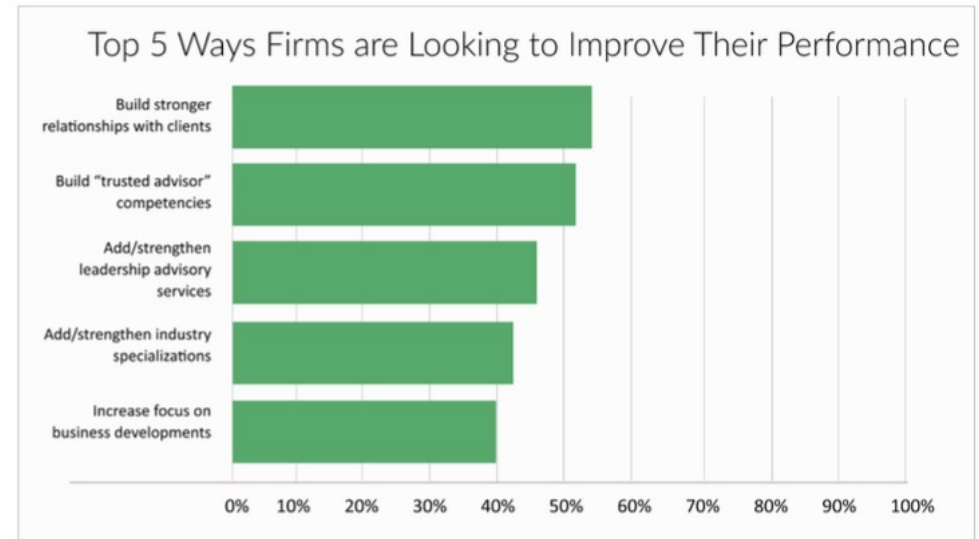
## 3 EXECUTIVE SEARCH & LEADERSHIP CONSULTING TRENDS

- Virtual Search & Onboarding
- Talent Shortage Creates "Candidate Market"
- Demand for Diverse Talent
- More Hybrid Roles Where Location Flexibility is Key
- Demand for Digital Transformation Across all Functions
- Links Between Culture, Attraction and Retention
- Focus on Sustainability
- Shortage of Talent in our Profession

- Investment in our Own Talent
- Assessment – virtual environment has strengthened need for in-depth assessment
- Board Search & Board Effectiveness Continues to Grow
- CEO Succession is a Rapidly Growing Service
- Private Equity Investments Creating New Opportunities for PE Firms & Portfolio Companies
- On Demand Talent – Growing Significantly for Those Who Have a Significant Presence

## Strengthening client relationships

- Now after a strong year of growth executive search firms rank as their highest priorities for 2022:
  - ✓ to build stronger relations with their clients
  - ✓ improving their competencies
  - ✓ building out their services (board assessments, interim, leadership consulting, both in-house and with partnerships)





Top 10 issues  
clients discuss  
most globally

---

Hiring leaders who can drive change

---

Attracting diverse talent

---

Digital Transformation

---

Retaining top talent

---

Attracting digital talent

---

Planning for succession

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Leadership Development

---

Developing 'next gen' leaders

---

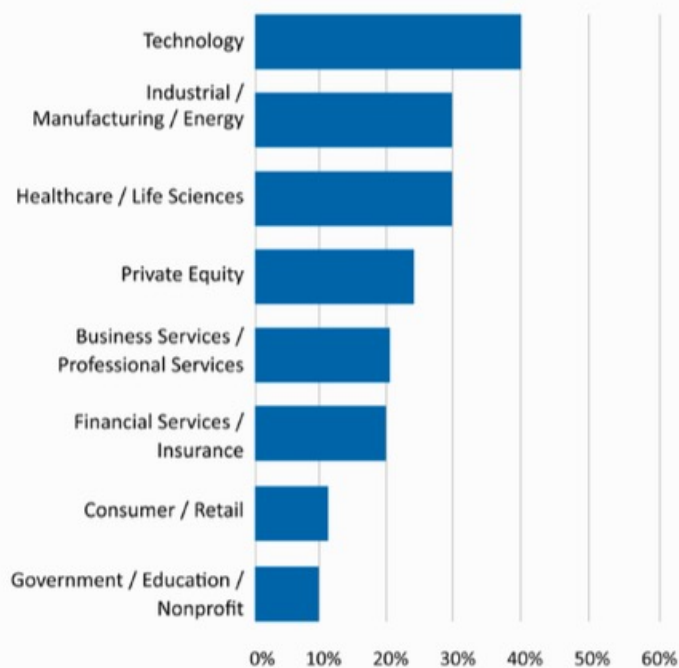
Building a culture of innovation

---

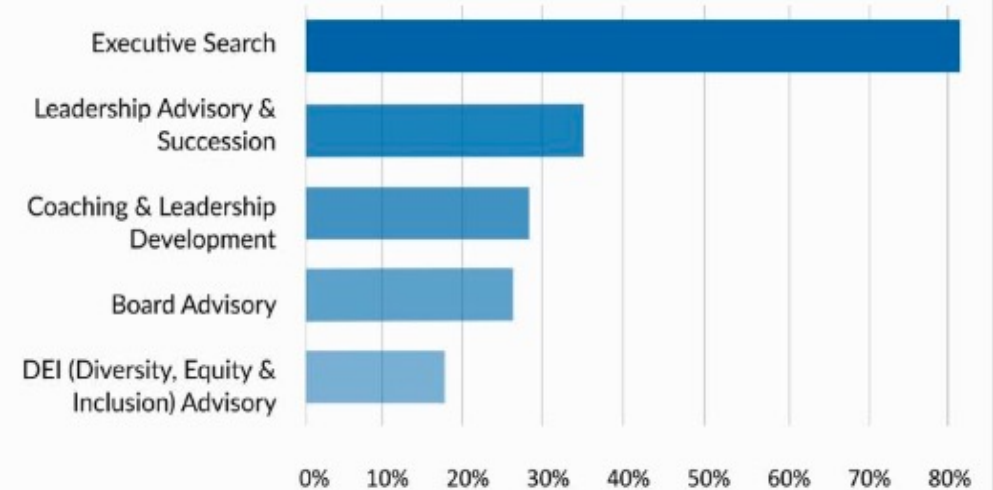
Board effectiveness

# 2022 – 2023 expectations

### Expected Sector Growth - 2022



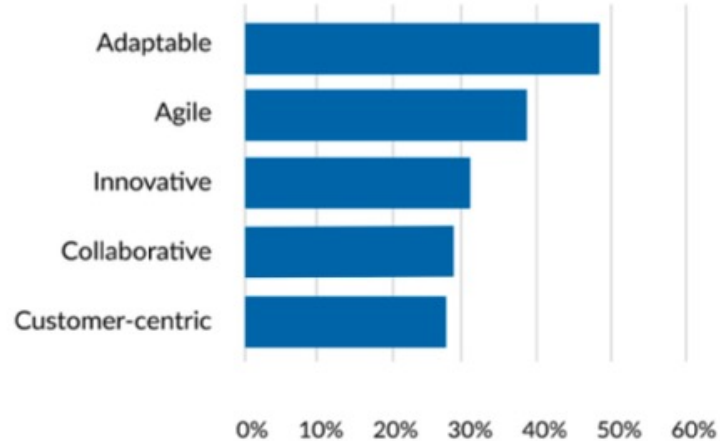
### Top 5 Growth Services - 2022



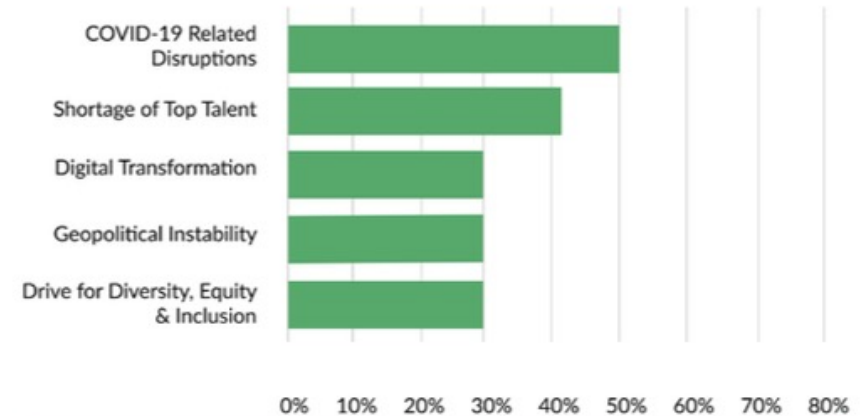
# 2022 – 2023 What clients expect from us?



### Top 5 Competencies Expected to be Most Important Post-Pandemic (For Clients)



### Top 5 External Issues Expected to Have Most Impact for Clients - 2022



## More information and sources

- Executive Search Trends:  
<https://huntscanlon.com/7-executive-search-trends-to-impact-recruiting-firms-in-2022/>
  - Key predictions for executive search:  
<https://www.forbes.com/sites/kathycaprino/2022/01/12/key-predictions-for-executive-job-search-in-2022/?sh=725824b85a83>
  - Staffing Industry Trends Overview:  
<https://www.bullhorn.com/grid/>
  - 2022 Executive Search Global Market Size & Growth Report:  
<https://www.marketresearch.com/Kentley-Insights-v4035/Executive-Search-Global-Size-Growth-31720279/>
  - Executive Search Industry Association:  
<https://www.aesc.org/>
-



IESF

Lunch

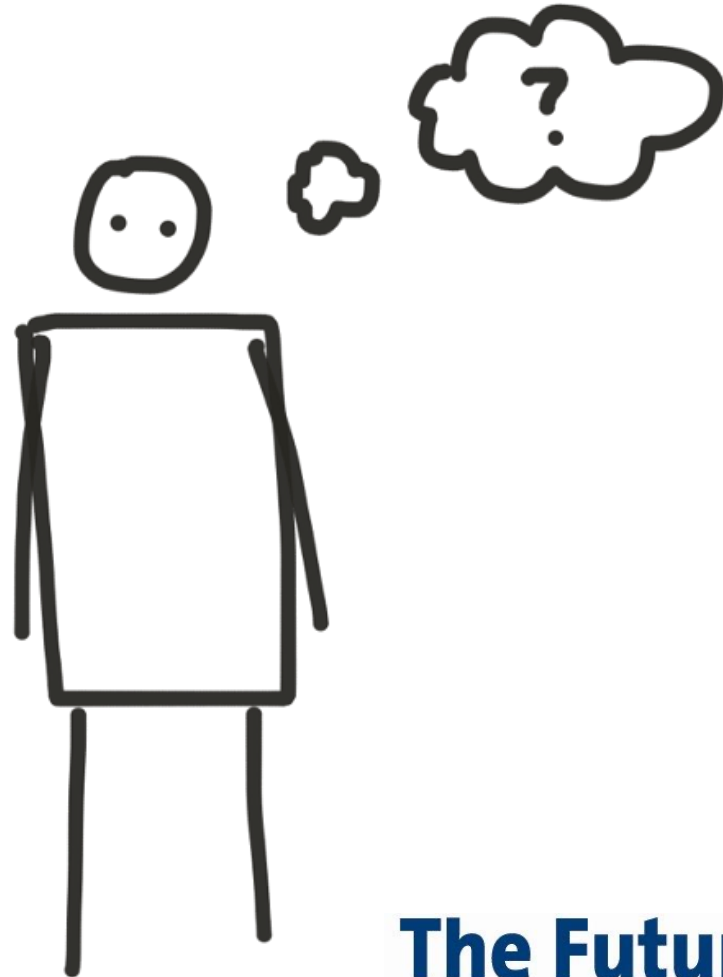
*Let's meet again at 14.15*



# transfer & valuation of enterprise in headhunting

Transparency is the “new pink” in business.

Let’s talk about something we rarely discuss but is always in the game: ownership & money!



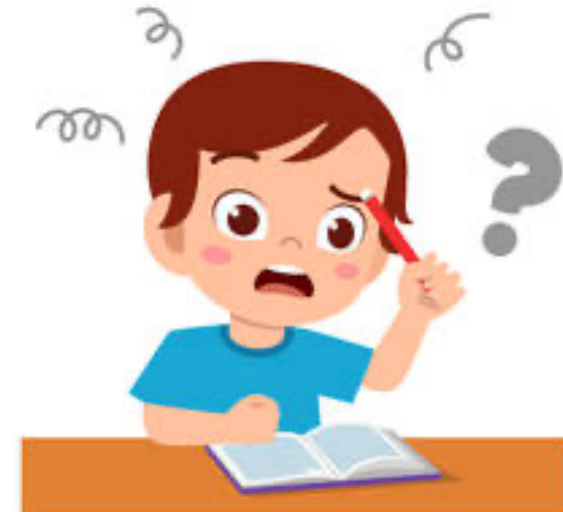
**The Future  
Alliance** 

# Who remembers this one from Sydney 2017?

## 2<sup>nd</sup> speaker - Rod Hore - Business Valuations - Executive Search Firms - The Industry in General and Globalization Issues

Mr. Hore gave us a global industry update on staffing for 2017, and explored the many possibilities to diversify practices in staffing firms in order to be above average profitability and to secure sustainability. He also gave us a brief outline of how to make a lifestyle business attractive and valuable to potential buyer.

**I was struck by the observation that some of us just stop their business and leave their lifetime work abandoned: it was a “lifestyle business” as Rod pointed out.**



# Warming up – small group exercise of 3-4

---

Take 10'  
to  
discuss  
and  
prepare  
your  
group  
answers  
to the  
plenum:

Can you tell what the **maths** would be to value your company?

---

Second question: how much **time** would you plan if you want to sell your company?

---

Does it  
happen in  
your  
country as  
well?

Summer 2021 Belgium:







- Hudson >25 mio € (EY) taken over by Randstad >6 billion
- TFA >2 mio € taken over by Recrewtment >40 million
- CPM >3 mio € taken over by ITZU >50 million

HR corporates look for high added value SME's in order to complete their offering on the market

Post corona also meant that prices were cheaper (hence the maths) and corporates had money to invest, or one could say "appetite came back"

# It's a process ... and a tough one!

■ ■ ■ FIGURE 1: The typical M&A process

	PREPARATION	SOLICITATION	RECEIVE IOI*	RECEIVE LOI**	CONDUCT DUE DILIGENCE	SIGN PURCHASE AGREEMENT
ACTIVITIES	<ul style="list-style-type: none"> <li>Conduct valuation</li> <li>Build confidential information memorandum (CIM)</li> <li>Build buyer prospect list, including warm and cold connections</li> <li>Create data room and due diligence package</li> <li>Build and finalize financial models and business documents</li> <li>Generate audited financial statements</li> <li>Create an objection-handling script</li> </ul>	<ul style="list-style-type: none"> <li>Solicit buyer with a request for an indication of interest</li> <li>Give buyer a commitment timeline when appropriate</li> <li>If prospect passes, ask for a referral</li> <li>Rebut objections based on preparation</li> <li>Provide more information as requested, but avoid giving access to data room</li> </ul>	<ul style="list-style-type: none"> <li>Create and negotiate valuation range, earnout, and acquisition terms</li> <li>Share information needed for buyer to create valuation, such as growth story and customer information</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate and refine deal terms, such as valuation, earnout, and equity rollover</li> <li>Determine due diligence needs and exclusivity post LOI execution</li> </ul>	<ul style="list-style-type: none"> <li>Due diligence activities including but not limited to legal, operational, financial, vendor, working capital, organizational structure, facilities, and advisor items</li> </ul>	<ul style="list-style-type: none"> <li>Updating valuation, earnout, equity rollover, and other related items based on material due diligence discoveries</li> <li>Conditions to close</li> <li>Representations and warranties</li> <li>Covenants and indemnification</li> </ul>
DELIVERABLES	<ul style="list-style-type: none"> <li>Confidential information memorandum</li> <li>Objection-handling script</li> <li>Prospect list</li> <li>Financial projections and audited financial statements</li> </ul>	<ul style="list-style-type: none"> <li>List of FAQs</li> <li>List of expected objections and how to handle them</li> </ul>	<ul style="list-style-type: none"> <li>List of open items for an LOI</li> <li>Formal IOI</li> </ul>	<ul style="list-style-type: none"> <li>Due diligence list</li> <li>Executed LOI</li> </ul>	<ul style="list-style-type: none"> <li>Completed due diligence checklist</li> <li>Data room containing artifacts</li> </ul>	<ul style="list-style-type: none"> <li>Signed purchase agreement</li> <li>Money transferred</li> </ul>
STAKEHOLDERS	 <p>Seller, Banker, Lawyer, Accountant</p>	 <p>Seller, Banker</p>	 <p>Seller, Banker</p>	 <p>Seller, Banker, Lawyer</p>	 <p>Seller, Banker</p>	 <p>Seller, Banker, Lawyer</p>

\* IOI: Indication of interest (nonbinding)

\*\* LOI: Letter of Intent (may be binding)



# It's a process ... and hard work

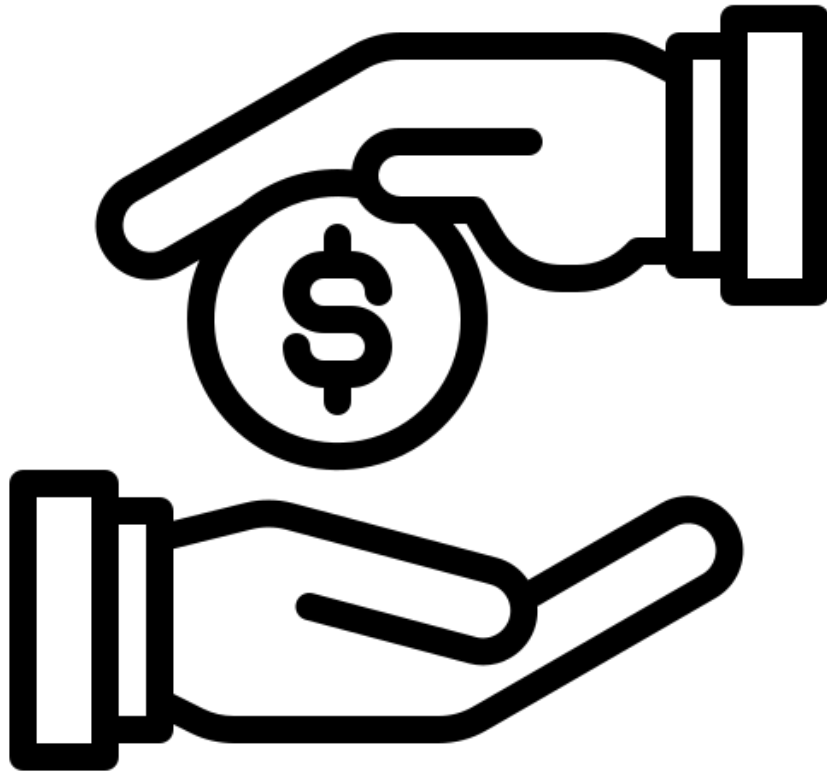
Ratio: 100-10-2x2-1 / all figures are weeks elapsed

- Filling the database with info: 8
  - Identification of targets
  - Contact >100 en discrete publication
  - Screening of interested parties
  - 10 interviews (half a day) 6
  - shortlist discussions (2x2 rounds) 4
  - choosing nr. 1 candidate 2
- and only then the LOI starts: 2
- due diligence process: 6
- and agreement drafting and signing: 4



# Expertise to ensure pace & quality

- Company specialised in Merger&Acquisition activities of SME's
- Process & tools, i.e. database to share confidential data
- Network, i.e. market presence, buyers' lists
- Market probing in a discrete way
- Screening interviews with prospective companies
- Guidance during 2-3 step interviews
- Guidance through LOI and due diligence
- Negotiations support
- Separate Legal office specialised in M&A:
  - Share transfer agreement
  - Warrants & liabilities
  - Transfer of remaining shares
  - Management agreement...

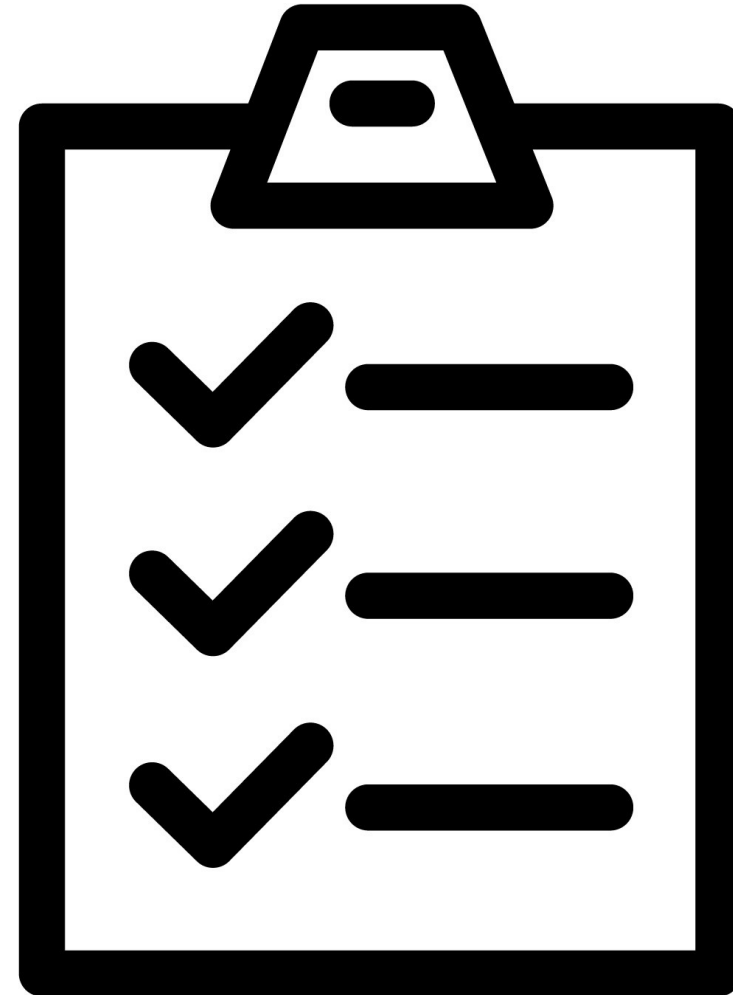


## Expertise to ensure pace & quality

- Cost of complete package: 5% of the dealprice (degressive as from 2.5 million)
- Cost of legal specialists: 30k (3 contracts editing + x reviews/meetings)

What are your non  
negotiables besides  
money?

10' small group  
exercise 3-4



things  
that  
make me  
happy

MY HAPPINESS JOURNAL

## My personal checklist

- ✓ Family member interest? No
- ✓ True alignment in values? Yes
- ✓ Manageable differences in culture? Yes
- ✓ Trust relation with the new shareholder? Critical part!
- ✓ Why the interest? Sustainable business model?
- ✓ Can we fulfill & build the strategy together? Yes we do
- ✓ Respect the employees? Yes
- ✓ Am I proud to become part of this company? Yes
- ✓ Degrees of freedom for the coming years? Much



# Be aware: buyers have a checklist too



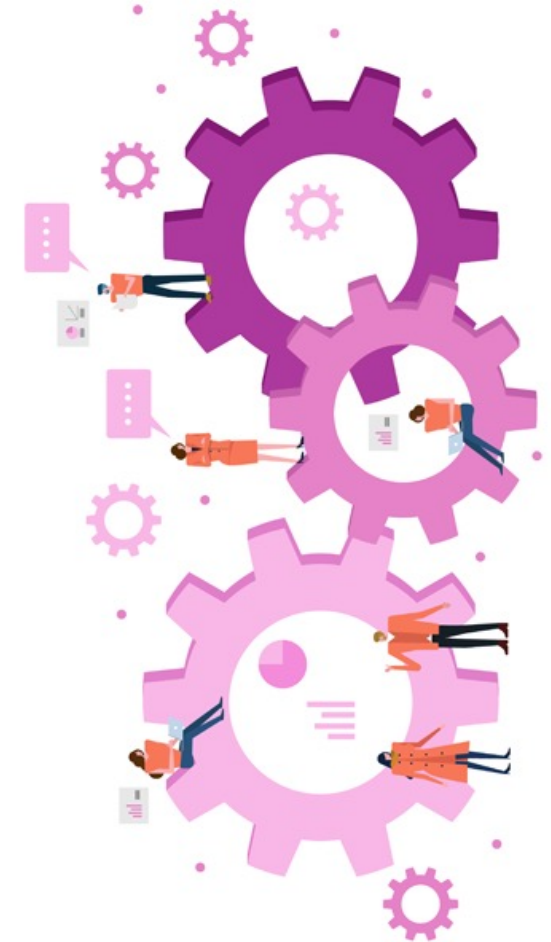
In headhunting SME's they will check for:

- **Continuity** of CEO: count min. 1 and max. 3 years
  - **Brand Image & Reputation** of the company, i.e. followers social media
  - **Process quality** and systems (explicit knowledge)
  - **Candidate database**
  - **Networks/affiliation/influence** (page 4: colleagues in a number of boards for >10 years)
  - **Stability of staff** (for reason of tacit knowledge)
- ...and of course all the elements in the due diligence!

# What are key points if you want/must\* continue activities?

- Leadership & Staffing of the company
- Communication internal & external
- Customer relations / key business principles (i.e. retained search)
- Change management & people integration
- Systems innovation & services integration (invenias-bullhorn, IT-servers, accounting, marcom,..) and the cost/profit impact in 3 years

\*my case: agreement to stay as CEO till at least 31.12.2023

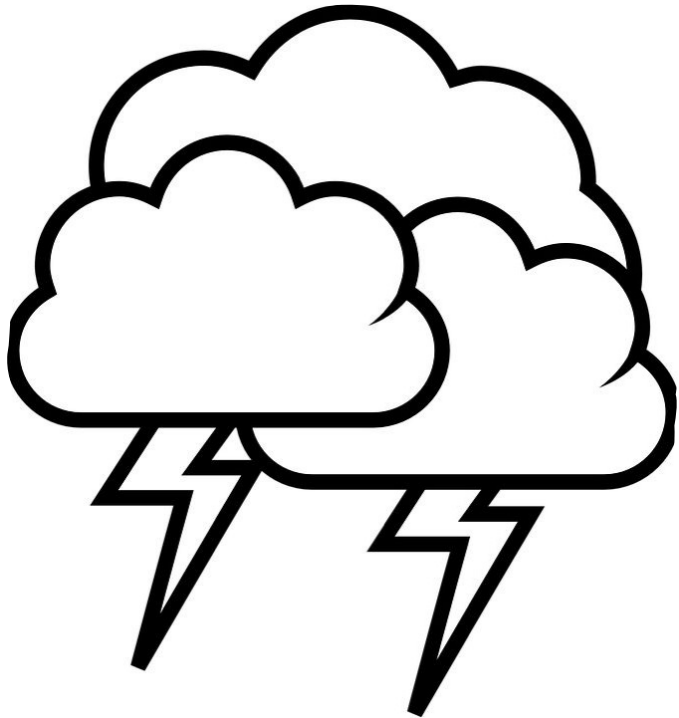




# Post merger attention points

- **Strategy** development: i.e. moonshot exercise
- **Cross selling** & product knowledge
- **Business reporting**
- Decisions: **budgets, hiring & firing, offices**
- Transfer of **roles & responsibilities**
- Transfer of **know-how**
- Transfer of **network**
- **Communication<sup>2</sup>**

# Lessons learned!



- **Paperwork:** read it, again and again, there will be >5 versions of each lengthy contract (3 contracts).
- **Legal** is key: Be aware about manifold legal 'details' (you want to skip them when your near a deal, don't do it, don't rush at the end) i.e. inflation (no joke), warrants and liabilities.
- Be prepared for **2 years**: nobody wants to buy companies when a crisis breaks out, so start timely!  
i.e. started autumn 2019, got shortlist of 2 serious parties by february 2020, COVID-19 stopped it all till one year later.

# CAN YOU KEEP A SECRET?

Oh yes!  
Valuation

---

You know what ‘normalised<sup>(1)</sup> EBIT’ means?

---

“N-EBIT” over the past 3 years, make the average and multiply with 5<sup>(2)</sup>, that’s it!

---

Example:  $280+300+80/3 \times 5 = 1.100.000$   
pre-covid level: 1.4 million

(1): take out all private stuff/market conformity; (2): can be 4 or 6 as well)



**Finally:**

We keep our **structure, name and logo** and will continue to do so, our new shareholder knows that it does not work to just integrate business, brand value & identity counts!





I am  
HAPPY,  
are you?





IESF

Marketing  
*Kirsten*

A solid blue square located to the left of the 'Content' header.

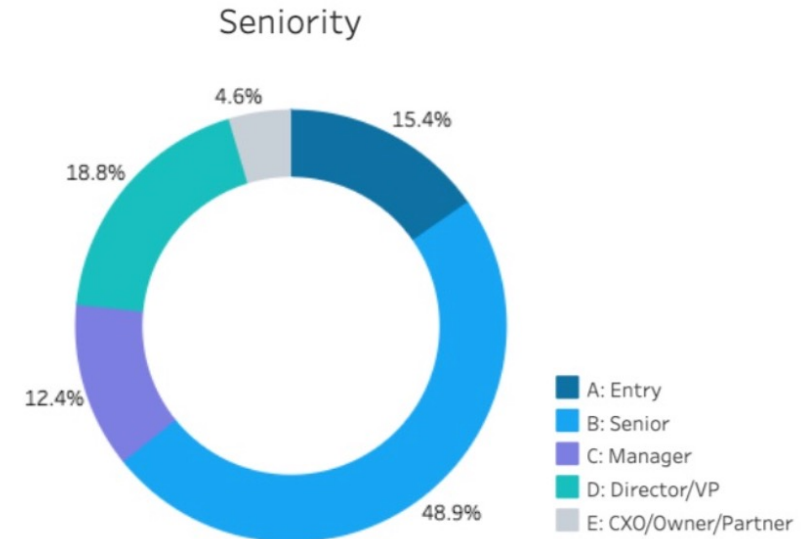
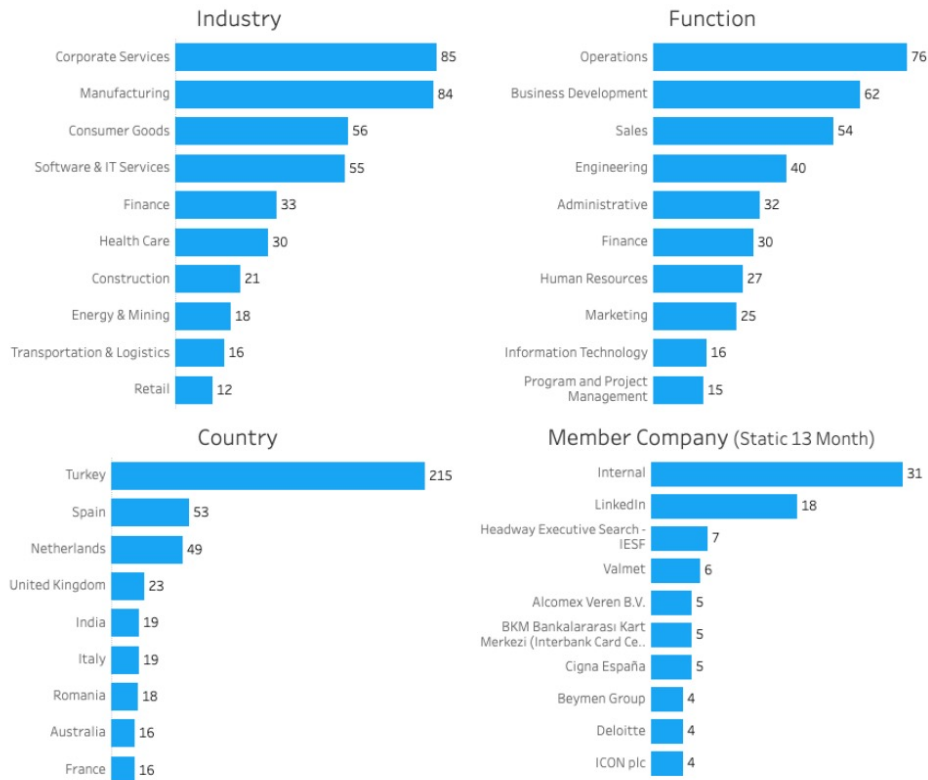
## Content

1. Marketing facts & figures
  2. Results 2022
  3. Marketing learnings & new Marketing Calendar 2023
  4. IESF 20<sup>th</sup> anniversary extra marketing activities
  5. Targets 2023
  6. Budget 2023
-

# Marketing Facts & Figures

1. Marketing facts & figures
  - Number of publications 2022 so far **39**
  - Number of followers Linked In Company Page from 2517 to **3294**
  - Engagement: average **5,3 %**
  - Shares (**80** average per month) & Clicks (**159** average per month) went up extremely
2. Results 2022
3. Marketing learnings & new Marketing Calendar 2023
4. IESF 20<sup>th</sup> anniversary extra activities
5. Targets 2023
6. Budget 2023

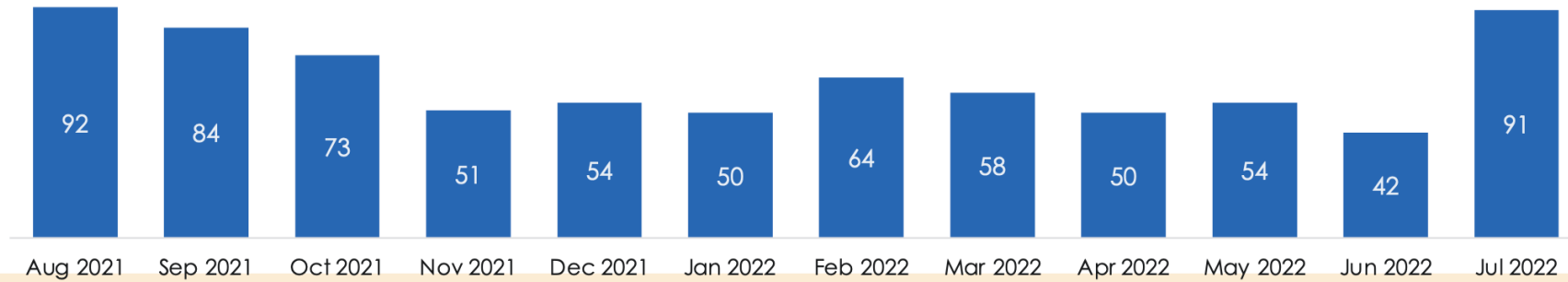
# Your Company Page traffic reporting



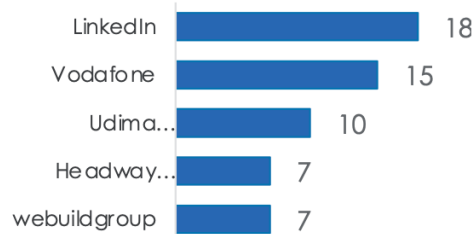
# You increased engagement among candidates

You educated them about your organization through your LinkedIn Career Page

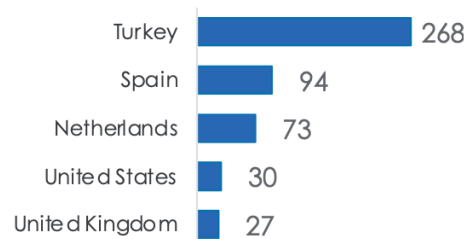
Jobs and Life Pages Total Views



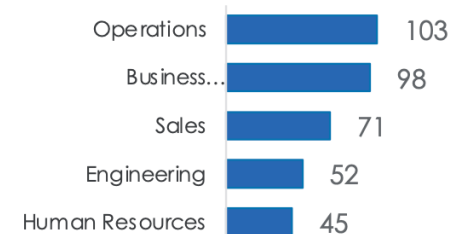
## 1 Top Companies



## 2 Top Countries



## 3 Top Functions



Date range = Aug 2021 to Jul 2022 from LinkedIn.com



## Your followers

Total Followers

3,266

Filtered Followers

825

represents 25.3% of total followers

Follower Growth

1.3x

Organic Gains

794

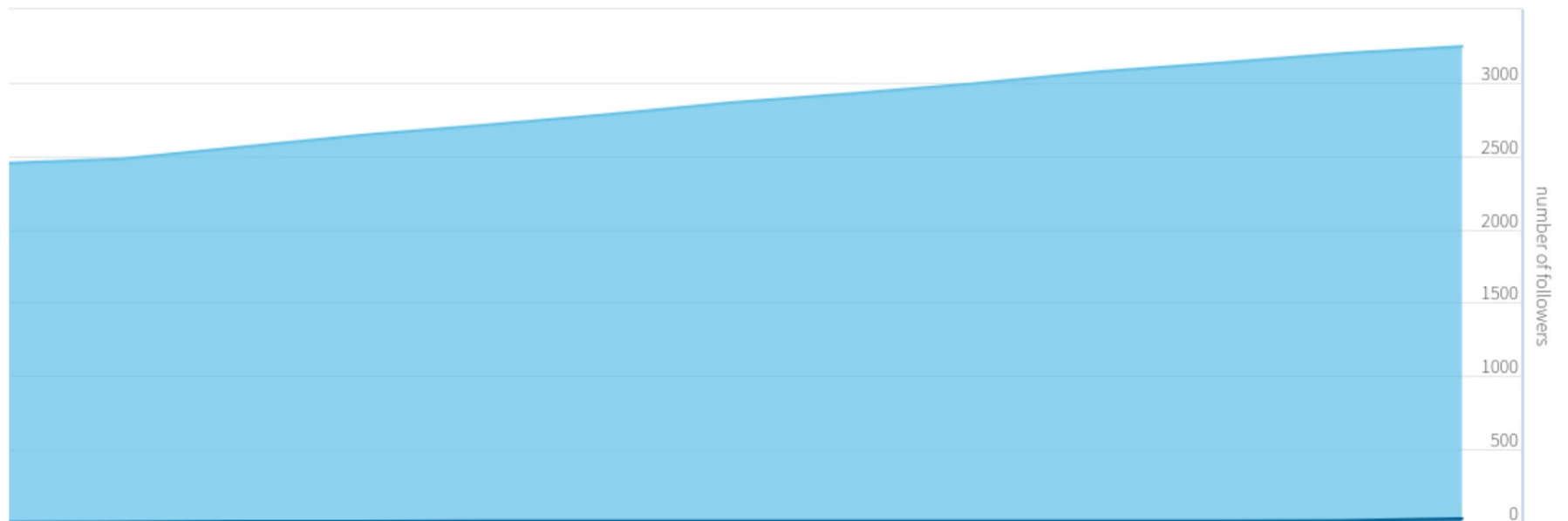
▲ 32.6% in this period

Sponsored Gains

30

▲ 1000% in this period

Cumulative Followers



# New: IESF.com analytics

## [Realtime dashboard Google Analytics](#)

### Gebruikers

**17.284**

% van totaal: 100,00% (17.284)



### Gebruikers

● Gebruikers



### Sessies

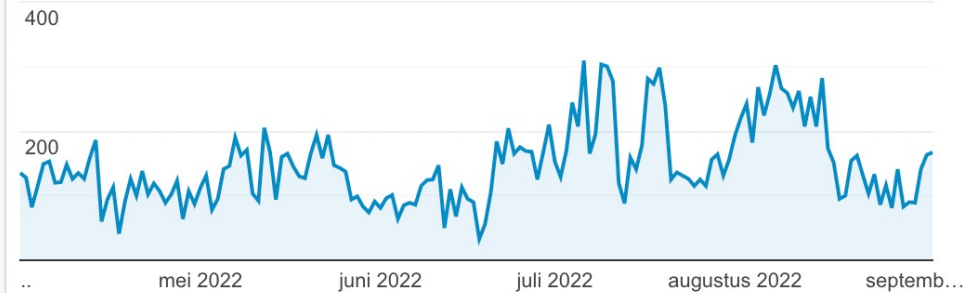
**23.219**

% van totaal: 100,00% (23.219)



### Sessies

● Sessies



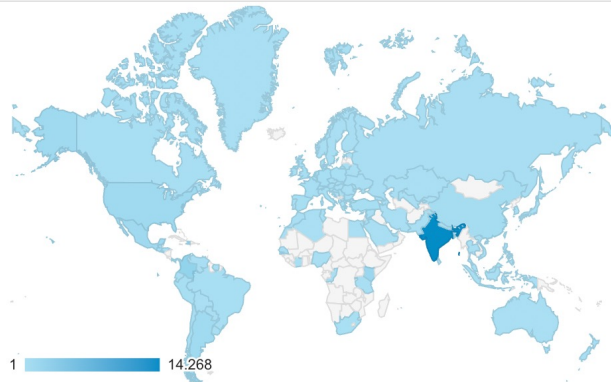
### Paginaweergaven per Paginatitel

Paginatitel	Paginaweergaven
Home - IESF	19.859
Join IESF - IESF	4.930
Our offices - IESF	695
Contact - IESF	619
About - IESF	567
Sector practices - IESF	331
Page not found - IESF	261
News - IESF	141
Executive Search & recruitment trends in 2022 - IESF	140
Case studies - IESF	138








### Gebruikers per Bron/medium

Bron/medium	Gebruikers
google / cpc	14.307
(direct) / (none)	1.469
google / organic	873
linkedin.com / referral	213
bing / organic	126
baidu.com / referral	78
benson-partners.com / referral	68
kin.naver.com / referral	38
yahoo / organic	24
duckduckgo / organic	21

### Sessies



# IESF Marketing results 2022

- |   |   |   |
|---|---|---|
| 1. Marketing facts & figures                          |    | 1. Average number of publications <b>3</b> a month, total of <b>36</b> publications in 2022 from 3 sorts: Download – IESF Insights – Case Study |
| 2. <a href="#">Results 2022</a>                       |    | 2. Increase number of followers LinkedIn page with <b>1000 members</b> in 2022 to 3500 (by the end of 2022 we will, looking at this growth)     |
| 3. Marketing learnings & new Marketing Calendar 2023  |    | 3. Increasing the level of clicks and shares to an average of <b>100</b> and <b>30</b> a month (both organic and sponsored)                     |
| 4. IESF 20 <sup>th</sup> anniversary extra activities |    | 4. Increasing the engagement rates for our content between <b>5 and 7%</b>  |
| 5. Targets 2023                                       |    | 5. Experiment with IESF Downloads   |
| 6. Budget 2023  |  | 6. Experiment with IESF Newsletter (6 times a year) and building audience   |
|   |  | 7. Experiment with new media types, such as Executive Webinars and Podcasts   |
|   |  | 8. Create awareness on IESF 20 <sup>th</sup> anniversary (2002 – 2022)  |

## Marketing learnings past year

1. Marketing facts & figures
  2. Results 2022
  3. **Marketing learnings & new Marketing Calendar 2023**
  4. IESF 20<sup>th</sup> anniversary extra activities
  5. Targets 2023
  6. Budget 2023
- ✓ We need to keep up the **frequent postings** from various sorts (3/4 a month)
  - ✓ It was difficult to create **Downloads** in such an high frequency. For 2023 work on 6 scheduled downloads over the year with partners.
  - ✓ Both **organic** (1) & **sponsored** (2) – we really need the combination
  - ✓ We will invest more in Sponsoring & **Google ads** to generate more online visits & engagement
  - ✓ **LinkedIn company page** ends May 2023 and will not be extended.
  - ✓ **Integrate themes AESC Industry research:**
    - ✓ Digital transformation;
    - ✓ Diversity & Inclusion;
    - ✓ Sustainability;
    - ✓ Agile leadership - adapt and innovate;

## Marketing learnings past year

1. Marketing facts & figures
2. Results 2022
3. **Marketing learnings & new Marketing Calendar 2023**
4. IESF 20<sup>th</sup> anniversary extra activities
5. Targets 2023
6. Budget 2023

- ✓ The **IESF Academy** also generates content, this will be integrated in the Marketing Calendar 2023 with it's own label, 1 article each quarter/webinar
- ✓ **Client cases** are difficult to realise. We will schedule 1 case a month for 2023, based on the completed searches in 2022. It can also be short news articles instead of longer interviews.
- ✓ An external **newsletter** has no priority, we do want to share **IESF news articles** with you (also via email), so you can share them with your local audience easily.
- ✓ More partner articles in 2023 will be scheduled in Marketing Calendar

The new marketing calendar will be shared with you in November 2022: if you already have ideas or a specific timing in mind, please let me know



# Marketing Calendar 2023 – Sustainability workshop Copenhagen

1. Marketing facts & figures
2. Results 2022
3. **Marketing learnings & new Marketing Calendar 2023**
4. IESF 20<sup>th</sup> anniversary extra activities
5. Targets 2023
6. Plans & Budget 2023



## Possible goals

1. The international exchange of skilled management, specialists & Frontline experts
2. Informing the world through our network what is happening and what is groundbreaking
3. Investigate how we as IESF can be of added value & share success stories
4. What marketing message do we want to tell? (our Sustainable Executive Search USP)
5. Organization of webinars on hot topics in sustainability (with clients or specialists)

# IESF 20<sup>th</sup> anniversary Marketing activities

1. Marketing facts & figures
2. Results 2022
3. Marketing learnings & new Marketing Calendar 2023
4. [IESF 20<sup>th</sup> anniversary extra activities](#)
5. Targets 2023
6. Budget 2023

1. **IESF corporate Theme video**
  - First version with 20<sup>th</sup> anniversary header
  - But also 2023 and beyond version
2. **Anniversary Magazine** about 20 years IESF
3. **IESF Partner Spotlight Cards** on Linked In (already active)
4. **IESF Research** (October 2022) with press release

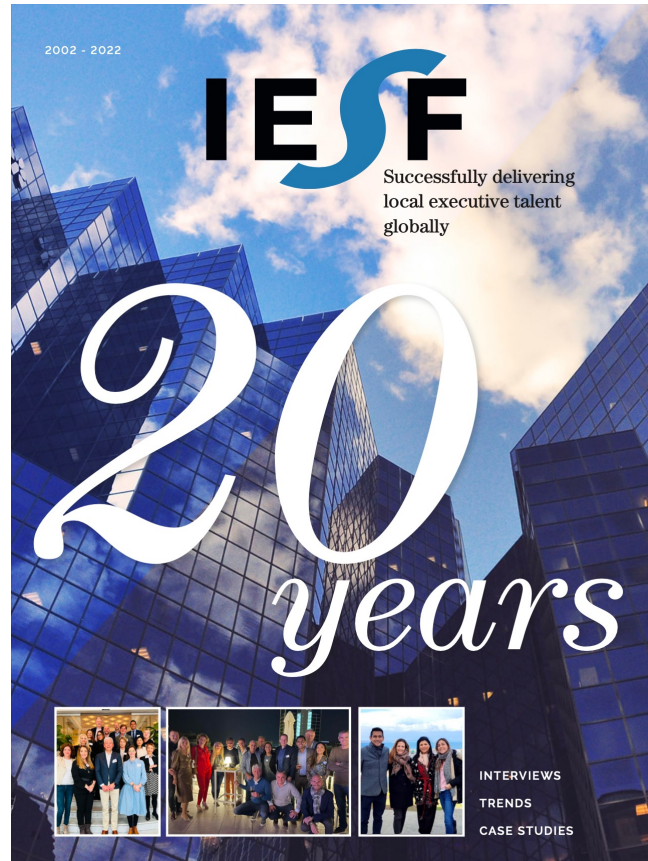
## IESF Branding Video, also for you to use

1. Marketing facts & figures
2. Results 2022
3. Marketing learnings & new Marketing Calendar 2023
4. **IESF 20<sup>th</sup> anniversary extra activities**
5. Targets 2023
6. Budget 2023



# IESF 20 years magazine

1. Marketing facts & figures
2. Results 2022
3. Marketing learnings & new Marketing Calendar 2023
4. [IESF 20<sup>th</sup> anniversary extra activities](#)
5. Targets 2023
6. Budget 2023



# IESF Marketing targets 2023

1. Marketing facts & figures
2. Results 2022
3. Marketing learnings & new Marketing Calendar 2023
4. IESF 20<sup>th</sup> anniversary extra activities
5. **Targets 2023**
6. Budget 2023

1. Average number of publications **3** a month, total of **36** publications in 2022 of various sorts, according to Marketing Calendar 2023
2. Increase number of followers LinkedIn page with **1000 members** in 2023 to 4500
3. Increase the level of clicks and shares to an average of **160** and **90** a month (both organic and sponsored)
4. Keep the engagement rates for our content between **5 and 7%**
5. Host and Publish **1 Executive Round Table / Webinar, 1 IESF Talk video** in 2023
6. Translate important themes to content online, with campaign pages & content: **Sustainability, Agile Leadership, Diversity & Inclusion, Digital Transformation**
7. Create separate label for **IESF Academy** Whitepapers to attract potential new partners & HR professionals

# Plans and Budget 2023

1. Marketing facts & figures
2. Results 2022
3. Marketing learnings & new Marketing Calendar 2023
4. IESF 20<sup>th</sup> anniversary extra activities
5. Targets 2023
6. **Budget 2023**

Marketing Elements	Estimated Budget
<i>LinkedIn Sponsored Content (2/month)</i>	€ 2.000,-
<i>LinkedIn Partnership Development campaigns</i>	€ 2.000,-
<i>Industry Thought Leadership (webinar, speakers, content, podcasts)</i>	€ 2.000,-
<i>Google Ads Partner Countries</i>	€ 3.000,-
<i>Advertising / Bannering Executive Search portals</i>	€ 1.000,-
<i>Marketing Support Kirsten</i>	€ 10.000,-
<b>Total Marketing Budget *</b>	<b>€ 20.000</b>

*\*budget 2021 was 15 K*





Financials  
Report 2021 / 2022  
& Budget 2023

*Stephan*

## Important highlights

- Very strong current financial position
- Decision spend on extra activities because of the Anniversary year of IESF
- The LC approved on extra budget, explained in this presentation
- This explains our slightly negative financial results for 2022
- 2022 shows major growth in cross borders
- This is according to our positively predicted budget
- Budget in 2023 will be in line with 2022 which is on the safe side
- No changes in membership fee for 2023 – 3000 USD

## Standard principles within IESF

- 4 eyes-principle + 2 eyes Executive Assistant (EA)
- Payments processed by Executive Assistant (EA) after approval President & Treasurer
- Investments always agreed upon in Leadership Council meetings with all LC members, including President & Treasurer
- Small payments within approved budget are done without LC approval

## Current Assets & Preliminary results September 2022

Bank balance NL € 66.198,87

End of the year expected cash position: € 35.000,00

Rate € and \$ is almost 1:1

### ➤ Income

- |                                |             |
|--------------------------------|-------------|
| ➤ Membership fees 2022         | € 58.300,00 |
| ➤ Cross borders 2022 (6 month) | € 10.893,22 |

### ➤ Costs

- |                                   |                           |
|-----------------------------------|---------------------------|
| ➤ Meetings (AGM)                  | € 20.000,00               |
| ➤ Bank Costs                      | € 200,00                  |
| ➤ Office support                  | € 25.000,00 (6.250 per Q) |
| ➤ Marketing                       | € 11.251,00               |
| ➤ Website                         | € 912,29                  |
| ➤ Partnership Dev. / Travel costs | € 5.275,39                |
| ➤ Anniversary IESF                | € 14.000,00               |

- |                   |             |
|-------------------|-------------|
| ➤ Expected Result | -€ 7.445,17 |
|-------------------|-------------|



## Income 2022 explained

- Annual membership fees
    - 22 members
    - € 2.650 – based on \$ 3.000
  
  - Cross border commission
    - 5% rule
    - \$ 18K+ in 2019/2021 – € 16.000 (3 years)
    - \$ 10K+ in 2022 - € 10.893 (1H22) -> € cross border turnover 218.000
-



## Expenses 2022 explained

- Expenses Meetings President & Executive Assistant
    - € 5.500,-
  - AGM Costs
    - € 20 K
  - Marketing
    - € 15 K
    - Both Brand awareness as well as Partnership Development
  - Secretarial & Administration Allowance
    - 25K
  - Anniversary IESF Extra budget
    - 14K
-



## Anniversary Budget explained

Activity	Estimated budget / time
Corporate Theme video	5000
Anniversary Book Digital	2000
Anniversary Book Print	3000
IESF Research	Extra hours Kirsten
Research Press Release	Extra hours Kirsten
IESF Webinar	Extra hours Kirsten
Partner Spotlight Cards	-
Anniversary Activity AGM	2500
Professional Photoshoot AGM	1000
20th Anniversary Awards Special Edition	500
<b>TOTAL</b>	<b>14.000 EUR</b>

## Suggested changes in budget 2023 for you to vote

- Reduce the Marketing costs for Tool and online advertising with 5K
  - From € 15 K to € 10 K
  - Both Brand awareness as well as Partnership Development
  - No Linked In company page any more, results where ok, but not in line with the investment (8K)
  
- Add a post of Marketing professional support for the extra hours of our EA
  - 10 K

**Do you all agree? Let's vote.**

---



## Budget 2023

### Income

➤ 23 x Membership fees (€ 2.985)	€ 68.665
➤ Cross border commission	€ 20.000
➤ <b>Total income</b>	<b>€ 88.665</b>

### Expenses

➤ Partner development travel costs	€ 5.000
➤ Expenses meeting President & EA	€ 5.500
➤ AGM Costs	€ 20.000
➤ Marketing Elements	€ 10.000
➤ Website & Tools	€ 2.000
➤ Secretarial & administrative	€ 25.000
➤ Marketing professional support	€ 10.000
➤ Bank & accounting	€ 1.000
➤ Other unexpected costs	€ 2.000
➤ <b>Total expenses</b>	<b>€ 77.500</b>

➤ <b>Result</b>	<b>€ 11.165</b>
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**IESF**

Questions or comments?





**IESF**

Coffee Break  
*15 minutes*





**IESF**

Workshop  
*Eti & Dror*



# The Gap

## End of day 1

***\*\*\* Please keep your partner's name confidential! (even if you suspect or feel that you know who she/he is).***

### **Questions:**

1. Which items you received
2. what do you learn from every item?
3. Do you see any linkage between the items? If so, what is it?
4. Try to summarize what did you learn from the items about the person left them for you (characteristics, personality type, etc.,)

# The Gap

Starting day 2

**Until Wednesday - 15:00, you are asked to leave the rest 3 items for your partner, keeping yourself fully uncovered!!**



Pisco Sour preparation class  
& Dinner

*Starts at 17.15 PM*



*If you have any questions, do not hesitate to  
contact your Executive Assistant ☺*

*kirsten@vandegroep.nl  
+31 6 13 167 370*





Annual Global Meeting  
2022 – Peru  
Wednesday 14th

## Agenda AGM September 13th

09.00 – 09.30	Speaker slot Peru (Matt & Betty)
09.30 - 10.00	Collaboration and Update Partner Charter (Gertjan)
10.00 - 10.20	IESF Research 2022 (Claudia & Gloria)
<b>10.20 - 10.35</b>	<b>Coffee break</b>
10.35 - 11.00	Cross Border Awards Special Edition (results) (Gertjan)
11.00 - 11.45	Cross Border learnings (Adelina, Stephan)
11.45 - 12.00	Update projects Consultant Exchange & Academy (Kirsten)
<b>12.00 - 14.00</b>	<b>Lunch &amp; Photoshoot (individual and group)</b>
14.00 - 14.45	IESF Panel: Ask them anything (Daniel, Normand, Victor, Dror)
14.45 - 15.15	IESF Branding (Normand)
15.15 - 16.15	Workshop 'the Gap' (Dror & Eti)
<b>16.15 - 16.30</b>	<b>Coffee break</b>
16.30 - 16.45	Acceptance of new partners (All)
16.45 - 17.00	President update goals IESF (Gertjan)
17.00 - 17.15	Closure & Anniversary gift partners (Gertjan & Matt)
<b>17.15 - 19.00</b>	<b>Free time</b>
<b>19.00 - 21.30</b>	<b>Tunupa Restaurant</b>





 **VIRTUS**  
Experts Finding Leaders

Exclusive Peru Partner of 



# **Digital Marketing Strategy in Executive Search Business**

# Basic concepts

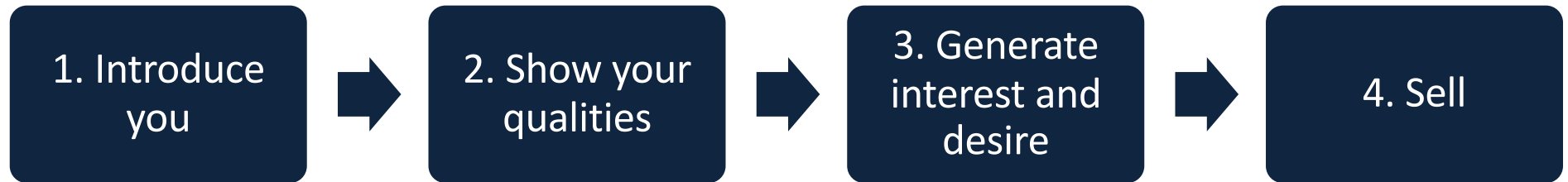


**Basic rule:**

**“What is not seen is not sold”**



# Basic steps in Marketing:



# Virtus: Strategies





# 1. Google Ads:

Google Ads | Todas las campañas > HEADHUNTING > Grupo Dinámico

948-242-7035 | virtusperu1@gmail.com

● Habilitado Estado: Entidad no apta Tipo: Dinámico Más información

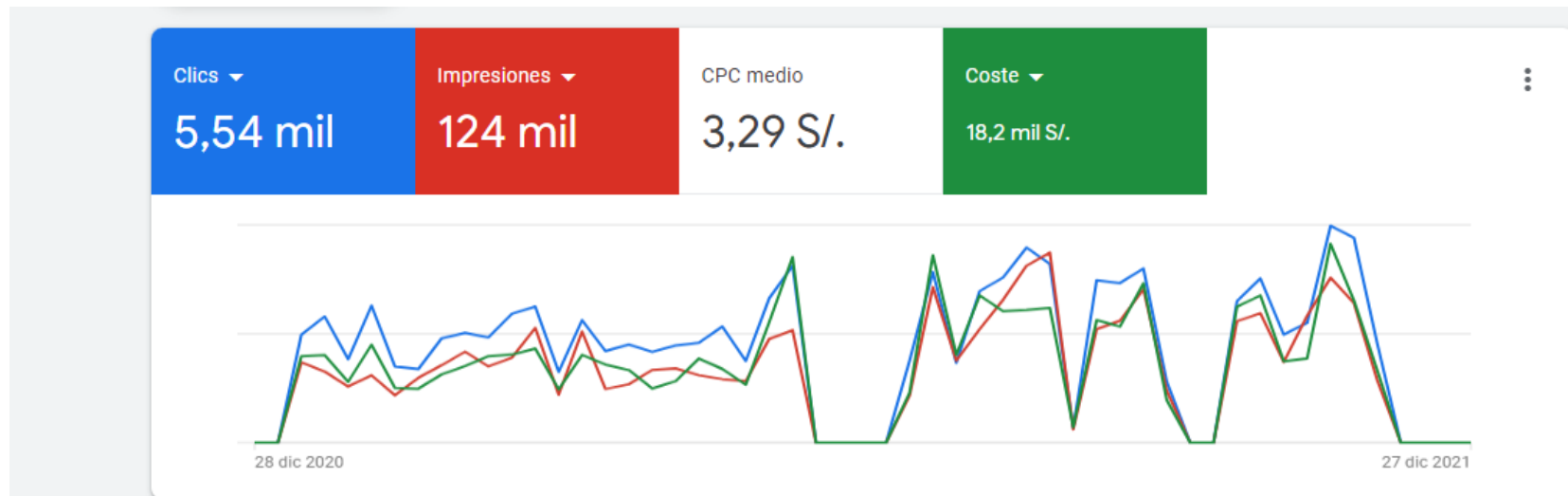
Anuncios Personalizado 1 ene – 31 dic de 2021

Estado de los anuncios: Habilitado, pausado Añadir filtro

<input type="checkbox"/>	Anuncio	Estado	Eficacia del anuncio	Tipo de anuncio	Clics	Impresi	CTR	CPC medio	Coste	Tasa de conversión
<input type="checkbox"/>	[Título generado de forma dinámica] [URL visible generada dinámicamente] Búsqueda efectiva de Gerentes y Directivos. Especialistas en Headhunting. Especialización en los principales sectores de negocio del país	Entidad no apta Campaña finalizada	–	Anuncio dinámico de búsqueda expandido	91	873	10,42 %	5,57 PEN	506,49 PEN	2,20 %
Total: Todos los anuncios excepto los...					91	873	10,42 %	5,57 PEN	506,49 PEN	2,20 %
Total: grupo de anuncios					91	873	10,42 %	5,57 PEN	506,49 PEN	2,20 %



# Investment in 2021:



Concept	Amount (soles)	Amount (US Dollars)
Annual Investment	S/ 18,200	US\$ 4,700
Annual Sale	S/ 185,000*	US\$ 47,300
ROE	916%*	916%

\*Only considering first sale



# Advantages:

- ✓ You manage your budget
- ✓ You don't look for clients, they come to you
- ✓ Cross selling
- ✓ Profitable executive sales: you don't need to pay salary
- ✓ Contact with foreign and new companies (potential clients)

Ecuador : Idukay, MBA 360, Beereaders

Chile : Open World

Guatemala: Luminova Pharma Group

Mexico : Construplan

Spain : Iberotex (Zara) Regional Headquarters (Panama)

USA : BCP Global, Fibonacci Corp

# 2. Market Study:

Perú 21 | Gestión | Empresas avanzan con políticas de inclusión y equidad de género...

PLUS | TENDENCIAS

## Empresas avanzan con políticas de inclusión y equidad de género, pero aún no son la mayoría

Empresas de agroindustria y energía indican tener en desarrollo planes de equidad de género, pero aún son pocas las que tienen cuota mínima en directorios o gerencia.



Un 10% de empresas indica que tiene la cuota mínima de mujeres en directorio o gerencia en el caso del sector agroindustria, mientras que en energía es un 20%, sostuvo Matt Salas. (Foto: iStock)

Vanessa Ochoa Fattorini  
vof@ochoaia.com.pe

Actualizado el 07/12/2020 a las 05:45

**La palabra equidad ha tomado mayor preponderancia en los últimos años, no solo en los movimientos sociales sino en las empresas. La encuesta realizada por Virtus junto a International Executive Search Federation (IESF) muestra que el 44% de las empresas encuestadas (con foco en los sectores de Agroindustria, Energía y Minería) señala que ya cuentan con programas o políticas establecidas de equidad de género.**

"De otro lado vemos que un 47% refiere que se encuentra desarrollándolas y aún no cuentan con ellas", dice Matt Salas, director de la firma Headhunter Virtus y Country Manager en Perú de IESF.

Y es el sector agroindustria el que lidera en este proceso encaminado a estas políticas. "En agroindustria y energía la mayoría de empresas indican tener en desarrollo planes de equidad de género, principalmente el primer sector (70%)", comentó el ejecutivo.

En tanto, el 35% de empresas del sector energía dice que cuenta con programas para equilibrar las posiciones masculinizadas. Pero si hablamos de participación de mujeres en diferentes cargos, vemos que tanto en agroindustria como en energía solo un 10% dice tenerlas.

### Cuotas mínimas

Por su parte, un 10% de empresas indica que tiene la cuota mínima de mujeres en directorio o gerencia en el caso del sector agroindustria, mientras que en energía es un 20%, sostuvo Matt Salas.

En tanto en minería un 66% refiere que tiene el porcentaje mínimo de mujeres en diferentes cargos dentro de las empresas, mientras que un 33% cuenta con programas para equilibrar las posiciones masculinizadas.

Pero la palabra equidad no solo apunta al género. Hay otras formas de verlo, y en ellas se incluye a la integración de la comunidad LGBTQI. En el caso de los sectores de agroindustria y energía, la mayoría de empresas no cuenta con políticas específicas de inclusión para la comunidad, aunque refieren que no discriminan sobre la opción sexual de sus trabajadores.

Y en el caso de minería, un 33% de las empresas dice que avanzan en la implementación de políticas específicas de inclusión para la comunidad LGBTQI.

### Edad

Si hablamos del factor edad, este es otro tema que merece inclusión. Pese a ello, la mayoría de las empresas (65,7%) no cuenta con políticas establecidas para contratar profesionales mayores de 55 años y un 20% dice que está desarrollándolas.

"Hoy la edad y con ella la experiencia ganada ya no es un factor que muchas empresas toman en cuenta, para ellas un ejecutivo de más de 55 años ya es obsoleto porque las nuevas generaciones se han preparado más rápido y están más en línea de la transformación digital", sostuvo Salas.

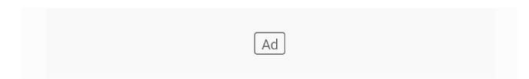
TAGS RELACIONADOS:  
equidad de género | Gestionando la equidad | inclusión de género

Perú 21 | Últimas noticias

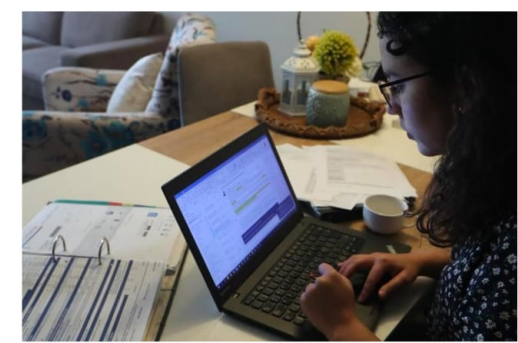
STORIES PERÚ21

Deportes | Lima | Economía | Mundo

## Ejecutivos con trabajo remoto pasan más tiempo en reuniones que en sus tareas del día a día



Estudio en Perú y Chile de la firma de búsqueda ejecutiva IESF revela cómo las empresas vienen enfrentando la pandemia.



# Publications:



**Empresas de agroindustria, energía y minería, el nuevo escenario al que se enfrentan**

Empresas enfrentan realidades distintas, pero todas caminan hacia una plena recuperación de actividades, según revela estudio de Virtus e IESF. Muchas firmas están realizando contrataciones usando herramientas virtuales.

**Vanessa Ochoa Fattorini**  
vofattorini@proactivo.com.pe

Actualizado el 01/12/2020 a las 06:57

**Gran parte de los negocios en el país está ya activo. Y si bien han sido muchos los embates por los que están atravesando, en algunos sectores ya hay una perspectiva clara de cuando sería el momento en que puedan lograr una recuperación.**

Un reciente estudio elaborado por la firma de headhunter Virtus junto a International Executive Search Federation (IESF) muestra que un 38.8% de las empresas encuestadas (con foco en los sectores de Agroindustria, Energía y Minería) estima que retornará su nivel de actividad el primer trimestre de 2021, mientras que poco más del 20% proyecta que lo hará en el segundo semestre del próximo año.

Matt Salas, director de la firma Headhunter Virtus y Country Manager en Perú de IESF, indicó que si exploramos cada sector podemos ver realidades distintas, según la coyuntura. Así, en agroindustria, el 40% estima retornará a su nivel de actividad para el primer trimestre del 2021, mientras que un 30% indica que no se detuvo (por campaña de exportaciones como cítricos, paltas, arándanos).

En tanto, en energía, el retorno será a inicios del 2021 y el 22% a mediados del próximo año. Minería es la más auspiciosa ya que el 67% dice que será en este semestre y un 33% a mediados del 2021.

**¿Qué impactó a la industria?**

Entre los factores que las empresas encuestadas han identificado como impactantes en la industria se puede indicar para el caso de la agroindustria la transformación digital de sus procesos, la deserción laboral, la contratación de personal y el presupuesto elevado no previsto para medidas de prevención de COVID.

**Medidas a la vista**

La encuesta también se enfoca en saber qué medidas tomarán las empresas ante la situación actual. Se puede decir, que la gran mayoría (86.1%) ha decidido reducir los viajes y trabajar con personal de la zona, mientras que un mismo porcentaje se enfoca en la preparación de sus líderes y jefaturas para trabajar a distancia y un 75% desarrolla programa de manejo de crisis con reemplazos en caso de que sus trabajadores se enfermen.

Lo que la mayor parte de las empresas de estos sectores ha indicado que considera muy poco probable redefinir la misión y visión de la empresa. Asimismo, no tienen pensado reducir el staff de profesionales actuales, esto principalmente en minería.

**Contrataciones**

En estos meses muchas empresas han decidido hacer contrataciones de personal, y aquí entran a tallar las nuevas modalidades para ello. Según el estudio un 72.2% hizo búsqueda de personal para cargos estratégicos en los últimos seis meses, siendo el área donde se encontró más complejidad la de Operaciones (58.2%) seguida de Logística (35.2%).

"Si hablamos de plazos para cubrir estas vacantes, este sería de 4 a 6 meses principalmente (36%) y de 6 a 8 semanas (28%)", explica Salas.

Sin embargo, lo que se ha encontrado es que no todas las empresas se han adaptado a esta nueva coyuntura en cuestión de herramientas. "Si bien más del 70% de las empresas considera como muy buena y buena las video entrevistas y solo cuatro empresas dijeron que no han usado las entrevistas online", sostuvo.

Pero el mundo digital ofrece muchas alternativas, aunque las empresas locales aún no se han acoplado a ellas. "Además de las entrevistas via online, pocas empresas incorporan tecnología para hacer la búsqueda y selección de talento. Solo encontramos que una empresa incorporó herramientas de gaming e Inteligencia Artificial", dijo el ejecutivo.



**ProActivo**  
SEGURIDAD, SALUD, MEDIO AMBIENTE Y RESPONSABILIDAD SOCIAL

## ¿Cuál será el nuevo escenario para las empresas de minería, energía y agroindustria

Redacción ProActivo 01/12/2020



Gran parte de los negocios en el país está ya activo. Y si bien han sido muchos los embates por los que están atravesando, en algunos sectores ya hay una perspectiva clara de cuando sería el momento en que puedan lograr una recuperación.





# Advantages:

- ✓ non-invasive contact with Directors (reject reduction)
- ✓ brand exposure
- ✓ Media publication
- ✓ Expand networking
- ✓ Creation of potential clients

Market Study 2021:  
18 contacted companies / 3 new clients



# Proposal to IESF



# Special Global Interview: “CEOs, HR Directors in the world”

Special Edition | IESF 20th anniversary

<https://prezi.com/i/esrl73jgvyyu/iesf-propuesta/>

**Thanks!!!**



Collaboration & Update Partner  
Charter

## Partner Charter 2022 – important updates

1. One time signing upon joining Association
2. Cross-border business & the fee split between partners
  - Executive Search vs. other related services
3. Participation AGM with one or more people per partner (compelling reasons send delegate)
4. Leadership Council members have an approved mandate in the Association, not shares
5. Decision making / voting at AGM
6. Rotation Leadership Council members
7. Cross Border Trophy Assignor on completed assignments

1. [-OEA          DF
-





**IESF**

IESF 20th Anniversary

**Internationalization of Talent  
Research**

Claudia & Gloria





## IESF Research OBJECTIVE

### Why a research about **Internationalization of Talent?**

To develop a study will allow IESF:

- To generate own content with data and indicators specific to International Executive Search.
  - To position IESF as experts, delivering valuable information to our partners, current clients, candidates and prospects.
  - To exchange lessons learned between partners during the Pandemia, regarding to a global trend.
-



## IESF Research IDEA

Since we have access to candidates and clients, we have the opportunity to identify the different perceptions about **Internationalization of Talent in the post COVID19 period**.

The pandemic demonstrated that the world is ready to work from anywhere.

This represents a new challenge for organizations (especially for the Human Resources), internationalizing workforce to identify talent in different countries.

As IESF we have the advantage of having partners who know the culture of each country.

**A study on internationalization of talent allows us to highlight the added value of having experts in each country in the post COVID19 period**, considering there is a greater need to exchange knowledge in the changing business environment.

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## IESF Research TYPE OF STUDY

### **Comparative study of perceptions on [Internationalization of Talent](#): Clients & Candidates**

The following study analyzes in a comparative way the perception about the internationalization of their work (local organizations looking for international talent, foreign companies looking for local executives and others).

#### **Type of study**

Quantitative study through self-applied web surveys to (A) Clients (decision makers) of relevant companies in each country and (B) Candidates or people that already are working in the companies. The same question is applied to both groups to analyze the results comparatively and identify gaps.

#### **Target group**

Directors, C-level, upper managers and professionals from different companies and industries, men and women.

Request gender, age, industry, region, country in order to be able to analyze the information later.

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## IESF Research INTRODUCTION TO SURVEY

IESF in collaboration with Partner Company Name would like to invite you to participate in the first version of the **Talent Internationalization Study** that will provide us valuable information about the impact of the pandemic and the internationalization of work, as well as other challenges faced by the changing business environment.

The survey takes approximately 8 minutes. Responses will be treated confidentially.

If you would like to receive the results of this study, please leave your email address at the end of the survey.

The deadline to respond is October 30, 2022.

Please select language:

Region:

Country:

# IESF Research SEGMENTATION

Please select language:

Region:

Country:

Answer as: Client | Candidate

Requested info for <b>Clients</b>	Requested info for <b>Candidates</b>
<p>Your current position is:</p> <ul style="list-style-type: none"> <li>- Executive Director / General Manager</li> <li>- Chief Executive Officer</li> <li>- Director / Chief Financial Officer</li> <li>- Director / Chief Operating Officer</li> <li>- Division / Group President</li> <li>- Communications Director / Manager</li> <li>- Marketing Director / Manager</li> <li>- Human Resources Director / Manager</li> <li>- Other:</li> </ul>	<p>What is your area of development:</p> <ul style="list-style-type: none"> <li>- Finance</li> <li>- IT</li> <li>- Marketing and communications</li> <li>- Operations</li> <li>- Human Resources</li> <li>- Sales and Commercial</li> <li>- Other:</li> </ul>

# IESF Research QUESTIONS

## I. Question 1

I.A.- **Question for Clients:** During 2021/22, Did your company hired talent at managing/director level in another country?

- Yes
- No

I.A.1 - If Yes, What kind of positions?

- Operation
- Sales
- IT
- Marketing
- Human Resource
- Other:

I.A.2 If not, why:

- Communication and language barriers
- Difficulty in the hiring process
- Cultural incompatibility
- Did not find a suitable candidate
- We prefer to send an expat rather than hire a local manager
- Other:



# IESF Research QUESTIONS

## I. Question 1

I.B.- **Question for Candidates:** During 2021/22, Did you work for an organization in another country?

- Yes
- No

I.B.1 - If Yes, What kind of positions?

- Operation
- Sales
- IT
- Marketing
- Human Resource
- Other:

I.B.2 If not, why:

- Communication and language barriers
- Difficulty in the hiring process
- Cultural incompatibility
- I did not find an attractive offer
- Other:

## IESF Research QUESTIONS

### II. Question 2

II.A.- **Question for Clients**: Do you expect a growing need for talent at managing/director level within your company (the next year, or 2 years)?

- Yes
- No
- I don't know yet

II.A.1 - If Yes, Do you think it would or would not be possible for your company to hire someone in another country?

- Yes
- No
- Why:

II.B **Question for candidates**: Do you have the ambition or expectation to change jobs or to take on a new opportunity (the next year, or 2 years)?

- Yes
- No
- I don't know yet

II.B.1 - If Yes, Do you think it would or would not be possible for a company in another country to hire you?

- Yes
- No
- Why:

## IESF Research QUESTIONS

### III. Question 3

III.A.-.- **Question for Clients:** Compared to pre-pandemic levels, What steps is your organization taking to ensure talent recruitment? (select all that apply)

- Improving the efficiency of the hiring process to make the process faster.
- Modifying incentives to make offers more attractive.
- Flexibility to work remotely from the same country: Home Office or hybrid mode.
- Flexibility to work remotely from anywhere in the world.
- External Executive Search partners to enhance in-country talent attraction.
- External Executive Search partners to enhance talent attraction in other countries.
- Other:

III.B.-.- **Question for Candidates:** Compared to pre-pandemic times, what factors do you consider motivating you to choose a new job? (select all that apply)

- An agile hiring process.
- Offers with renewed incentives.
- Possibility of working remotely from my own country.
- Flexibility to work remotely from anywhere in the world.
- Other:



## IESF Research PROJECT PLAN

The response will be better if we distribute the survey through our partners.

- We prepared it for you in Survey Monkey
  - Ask our partners to distribute this link
  - With an attached news article
  - To two lists: one candidates (the candidates in file that you placed) and one to clients (active ones, for the last 3 years).
  - Both in English as in Spanish
  - All the results (both Spanish and English) are processed in the same system
  - We will create a press release with the most important results
- After the AGM you will receive all the instructions to share this survey with your network.
- We're aiming for at least 50/100 respondents per partner country
-



**IESF**

Coffee Break  
*15 minutes*



## Cross Border Awards – Special Edition

- Award for Assignee and Assignor 2022 over the completed assignments of last year
  - But we also created Special Anniversary Awards:
    - 20 years all-time Cross Border Assignee Champion
    - 20 years all-time Cross Border Assignor Champion
    - 20 years most active Cross Border Partner (both as assignor and assignee)
-



# CROSS BORDER ASSIGNOR

2021 /2022

*Statistics have been calculated taking into the account the number of most assignments **activated** between AGM 2021 & AGM 2022.*

COUNTRY	COMPLETED
ROMANIA	6
POLAND	5
ISRAEL	5
CANADA	4
USA	3



# CROSS BORDER ASSIGNEE

2021 / 2022

*Statistics have been calculated taking into the account the number of most assignments **completed** between AGM 2021 to AGM 2022.*

COUNTRY	COMPLETED
SPAIN	5
CHINA	5
INDIA	3
ROMANIA	2
USA	2



# ASSIGNEE CHAMPION

2002 - 2022



# ASSIGNOR CHAMPION

2002 - 2022



# CROSS BORDER CHAMPION AS ASSIGNEE AND ASSIGNOR

2002 - 2022



**TOPOS<sup>®</sup>** ●

Personalberatung



Learnings cross border assignments  
*Adelina & Stephan*




# Learnings cross border assignments

- Our financial report shows an increase in the number of cross border assignments worldwide.
- Also, the level of management and director assignments and revenue is back at the high pre pandemic level of 2019.
- Starting Q4 of 2021, the market seemed back to pre- pandemic levels.
- 1H22 IESF reported 30 international assignments. The pipeline and expectations for the second half of 2022 is promising.
- This is in line with IESF's business achievements in 2018 and 2019. The pandemic in 2020 and 2021 resulted in a decrease of 50% of the international business.
- Reason for us to have an open discussion about important learnings in cross border assignments

# Together with you we would like to manage expectations

- Client perspective
  - Fees
  - Salaries
  - Role Assignor / Assignee
  - Cultural aspects
- Assignor / Assignee perspective
  - What experiences have you faced?
  - Unusual things?
  - Timeline differences
- Candidate perspective
  - Motivation / Availability



# Change is the new constant - Adelina



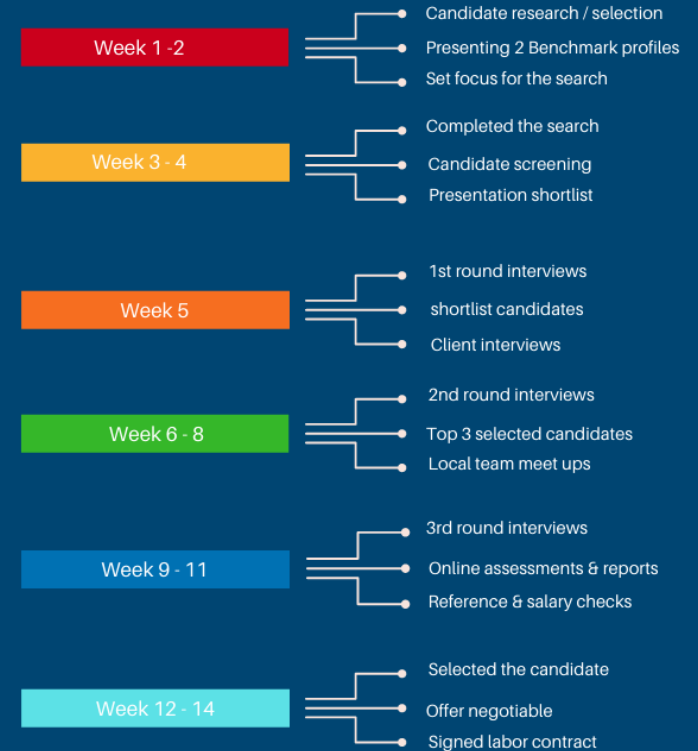
- Experience as assignor/assignee
- Best practices
- Lessons to learn and to take into consideration

# Tips when we look at our Executive Search process

## Our IESF approach

Our results-oriented approach has guided our successful global approach to the placement of long-serving executives. Our standard process follows the following steps:

- Consultation and agreement on the search process and job description.
- Market research and candidate identification.
- Candidate interview, assessment and reporting.
- Shortlist reports presented to the client.
- Client interview.
- Offer, acceptance and candidate resignation.
- Thorough and confidential reference checking.



# What do you find important in the cooperation?

- What can we do to improve:
  - Quality?
  - Quantity?
  - Speed?
  - Communication?
  - ...



Consultants Exchange & Academy  
*Gertjan & Kirsten*



# Consultants exchange

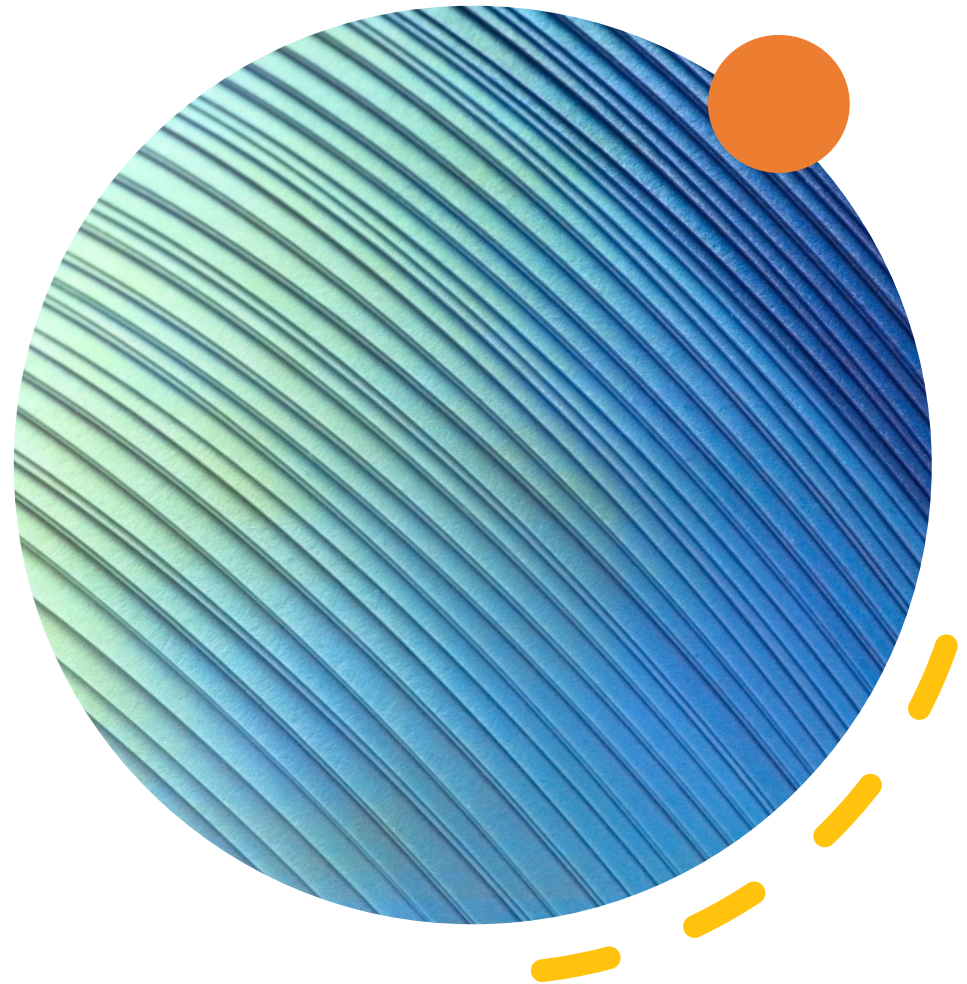
6 countries who would like to exchange;

General IESF exchange kick-off call– intention of IESF and the exchange;

Scheduled 2 (3) exchanges this year already between IESF partners;

Both consultants are writing an article / blog and creating even a video on their experiences

Evaluate & share learnings and together decide on the plans for 2023



# IESF Chile – IESF The Netherlands





## Learnings

- HR Buro focuses more on PR, with leadership articles. Van de Groep & Olsthoorn focusses more on nurturing the existing pool of candidates and clients in the database. A truly inspirational meeting!"

*"Wim's visit was a tremendous experience to share market trends and differentiators.*

*In addition, this type of exchange allows us to enrich ourselves with new ideas and share best practices that support our positioning within the industry.*

*It also allows us to broaden our view of different realities and learn from different cultures with a focus on passion for what we do, always putting people at the center. I loved it!*

*Thank you very much for allowing us to actively participate in this great initiative."*

**Anita Jirón**

Corporate Business Director

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# Learnings

- Common experiences were in the way we introduce candidates to the client with a candidate matrix and a personal explanation of the Consultant.
  - Differences: HR Buro works with dedicated Sales people for the commercial contacts with the client and Consultants for the candidate-side of the process.
  - Also all consultants at HR Buro have a psychological background. At Van de Groep & Olsthoorn the Consultants have a background closer to the market of our clients like a technical (and managerial) education and experience in industrial companies.
  - Van de Groep & Olsthoorn uses different sources: database (job alert), direct research and job marketing online. HR Buro uses direct research and sometimes job marketing, but this is difficult since a lot of clients want a discrete and anonymous search.
  - The most important common basis is that we all work in people business. Individuals should be centered in all steps of the process. An Executive Search-agency can only be successful if the people are able to build trust.
-





# Learnings

- It was great that both our companies are closely involved in the development of the systems in order to create a smooth process.

*“I believe that sharing best practices and experiences of companies that have a high standard of service, in terms of technological and process development, gives us a glimpse of what we can achieve, in this way inspiring us and enriching our experience. It also reinforces our commitment to continuous improvement as part of our quality culture.”*

*Both Wim's visit and the possibility for us to get to know in detail his consulting processes expands our knowledge, and we believe that our Executive level consultants can perfectly represent us in other countries, contributing with all the expertise and the seal of HR Burô.”*

## **Claudia Centellas**

Head of Operating Systems and Management Control

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IESF Spain – IESF Switzerland





## Exchanges 2023

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IESF Romania to IESF Panama

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IESF Panama to ?

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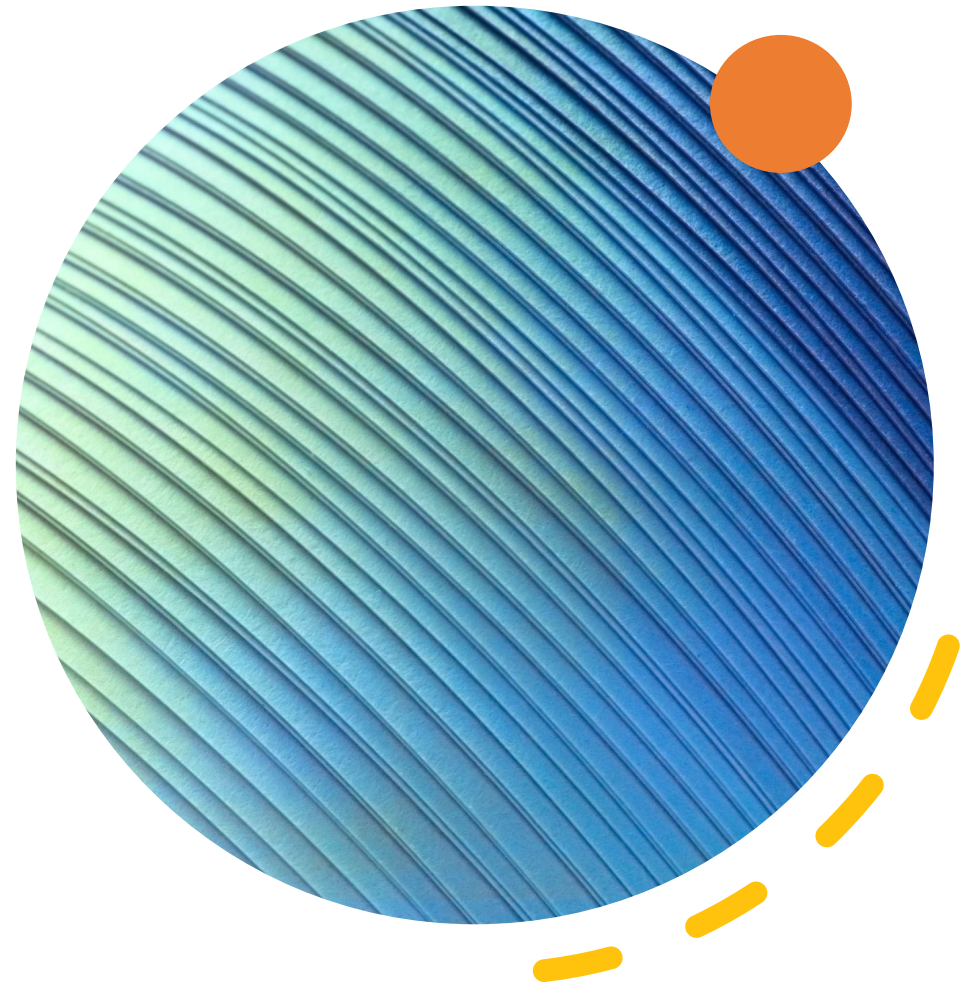
IESF Belgium to ?

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IESF Mexico to ?

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Idea IESF Spain to bring consultants together at one location in Europe. Just to share knowledge, experience and fun. Maybe combined with the Regional Meeting in Istanbul?





## IESF Academy

Gloria (MEX), Pia (DEN), Hendrik (BE), Adelina (ROE), Carlos (SP), Seher (TUR)

Goal of the group was to: Generate an idea for *sharing knowledge* of the IESF partners more often – also with the consultants working at the local IESF firms. To *create more value for partners of IESF* as thought leaders on practical knowledge related to executive search n & entrepreneurship.

A first initial research on the selected topics to develop the Masterclasses in detail.

2022 Academy Calendar with recorded online events (webinars).

Resulting in an IESF Academy Worksheet after each event.

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## 2 main topics – Academy 2022

### 1. Entrepreneurship (for you as an IESF partner/owner your firm):

- Marketing & PR;
- Shareholder structure (ownership) & business transfer to next generation;
- Innovations, new business solutions;
- Motivational speakers or clients to learn from: motivate your employees;
- ...?

### 2. Our business: Executive Search (the business, the processes, the trends):

- Trends in the field of work;
- Market trends in Executive Search;
- Business case / successful project, with challenges and learnings;
- The importance of researching;
- The importance of networking;
- Successfully assessing candidates online;
- A quality search process;
- ....?

## Planning & Expertise

- We define at least 1 activity each quarter in close cooperation between 2 partners.
  - Always on a **Tuesday at 1 PM CET** – which is the best suitable time regarding all the different time zones our partners are in:
    - ✓ 1. **Masterclass Marketing/PR for Executive Search firms** – Q1 (Chili)
    - ✓ 2. **Masterclass Successfully assessing candidates** (online) - Q2 (optional: Spain, Israel)
    - ✓ 3. **Masterclass Motivated employees – the key for success** – Q3 (optional: Denmark, Netherlands)
    - ✓ 4. **Masterclass Researching: the future of Executive Search** – Q4 (optional: USA, Switzerland)
    - ✓ 5. **Masterclass Ownership and Business Transfer to the next generation** – Q4 (optional: Belgium, Germany) – Tuesday October 18
-

## IESF Academy evaluation

# 01

An added value for IESF partners and their employees focussing on sharing expertise and developing practical knowledge related to entrepreneurship, executive search, leadership & management.

# 02

Today I would like to evaluate this idea. Do you have any suggestions or wishes for topics, frequency, process?

# 03

Goal: Global Calendar 2023 with topics, instruments and owners & to evaluate end of 2023.

## Draft IESF Academy 2023

- We define at least 1 activity each quarter in close cooperation between 2 partners.
  1. Masterclass A quality search process: Executive Search learnings from a longstanding professional – Q1 (optional: Canada, Poland) – February '23
  2. People relations, hiring, succession planning, retention and necessary endings – Q2 (suggestion Advisory Board: suggested partners?) – May '23
  3. The new generation of candidates: Millenials and how to win this war for talent – Q3
  4. Motivational speaker about trends in executive search & recruitment 2024 going forward – Q4

Suggestions are welcome!

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IESF Panel: Ask them anything  
*Normand, Victor & Dror*





**IESF**

Branding  
*Normand*



## Branding exercise

**Participants: Normand (CA), Bert-Jan (NL), Tor-Egil (NO), Edouard (FR), Matt (PE), Kirsten (NL) .**

We set the target to answer the following questions as a work group together:

1. Who are we?
2. What are we trying to accomplish?
3. Who do we talk to?
4. What do we want to say?
5. How do we talk to them? And how often?

With these 5 answers we have the comment group and defined who we are.  
Do we need to make changes to move forward successfully?

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## 1. Who are we as IESF?

Global

Close to our clients / markets

Close to each other – Personal

Specialized

Boutique

Entrepreneurial

Humble – approachable – no nonsense

Independent

Result Driven

Agile

Quality

Sustainable

After the brainstorm we decided that these key words are best: Close (both client, markets as to each other), Humble, Entrepreneurial, Agile and Sustainable.

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## 2. What are we trying to accomplish?

**Our IESF mission statement:** Deliver exceptional local talent through our global network of consultants

Supported by:

- o Strengthen each other/ make each other (the partners) better
  - o Quality standards when we send our clients
  - o Helping our client on any subject related to your executive search need (talent management)
-



### 3. Who do we talk to?

Potential clients:

- o C-level/ owners/ managers/ directors: both SMB's and large companies, of our 15 sector practices
  - o CHRO, HR directors and Top HR management, of our 15 sector practices
  - o Board Members
-





## 4. What do we want to say?

- IESF helps you to achieve your business objectives through hiring the right talent and finding exceptional local talent
  - Together with IESF you can win the war for talent
  - IESF is your trusted advisor in executive search & services worldwide
  - IESF focusses on sustainable executive search
-

## 5. How do we talk to them and how often?

- A delicate balance with being present – not wanting to overburden our audience
  - Pertinent: only share valuable insights
  - Personalized communication will work best.
  - Preferably communication in terms of business cases, articles, newsletters etc., by means of direct mail, linked-in postings, through references.
  - LinkedIn is important social media platform.
  - Depending on the format/density of the content.
-

A large, abstract graphic on the left side of the slide. It features a thick, multi-layered ring that is partially filled with a gradient from light blue to light green. The ring is open at the top and bottom. A solid blue square is positioned at the top left corner of the ring's opening. A solid blue horizontal line runs across the bottom of the slide.

## IESF Branding Next steps

Do we need to make changes to move forward successfully?



Workshop the Gap  
*Eti & Dror*

# The Gap

## Summary

*Who is your partner?*







**IESF**

Coffee Break



# The Gap

## Summary

***\*\*\* Please still keep your partner's name confidential!***

### **Questions:**

1. Which items you received today?
2. what do you learn from every item?
3. Did the items from today helped you get a better understanding about your partner?
4. What did you learn about your partner from all the items you received?



Acceptance new  
IESF partners



President Objectives  
2021-2024

*Gertjan van de Groep*



# President Objectives

## **1. Retain and Expand our Partner Network**

- Partner satisfaction research (2023)
- Implement improvements (2023)
- Focus on Partnership Development

## **2. Thought Leadership - Engagement & Added Value**

- Frequent Marketing according to theme calendar
- Increase visibility through Marketing activities
- Increase sharing & learning (newsletter/webinars/podcasts)
- IESF Quality
- Local benefits of being part of the global network

## **3. Focus on Professionalism & Transparency**

- More communication from the Leadership Council with our IESF E-news
- Role of the Advisory Board
- Maintain set-up Treasurer and Executive Assistant



Any comments?  
Thank you!



# Thank you IESF Peru!

Special gifts from all the IESF partners.

Our next meetings:

- Regional Meeting April 2023  
Istanbul – Türkiye
- Annual Global Meeting September 2023  
Shanghai – China







## Travel details Thursday

**05:15 a.m. Meeting in the hotel Lobby with your tour guide. Transfer to the train station + breakfast to go**

06:10 a.m. Check in, in Poroy train station. Expedition 33.

06:40 a.m. Train departure to Aguas Calientes

09:54 a.m. Arrival to Aguas Calientes Train Station/Machu Picchu. Transportation by bus up to ruins

Visit Machupicchu ruins with your private guide

13:00 p.m. Transportation back to the town in Aguas Calientes.

14:00 p.m. Lunch time at Inkaterra Café.

16:00 p.m. Check in, in the train station.

16:22 p.m. Departure train for return journey to Ollanta. Vistadome 504.

18:10 p.m. Arrival to Ollanta Train Station and take a private transportation to the hotel.

20:00 p.m. Arrival to JW Marriott El Convento Cusco.

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## Travel details Friday

**06:00 a.m. Meeting point in the hotel lobby + breakfast to go**

Transfer to Pitumarca (Quesiuno) which is located at 4320 masl (3 hours approx.)

Starting point from Qesiuno

Walk approximately for 2-3 hours

Arrived at the Vinicunca Mountain which is 5200 meters above sea level

Free time to take pictures, enjoy the landscape and rest

Lunch (Box Lunch)

Return, we will descend the trek from the mountain towards Quesiuno

15:00 pm return to the hotel – ETA 18.00 pm

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