



Unlocking the Strategy, Success and Growth for

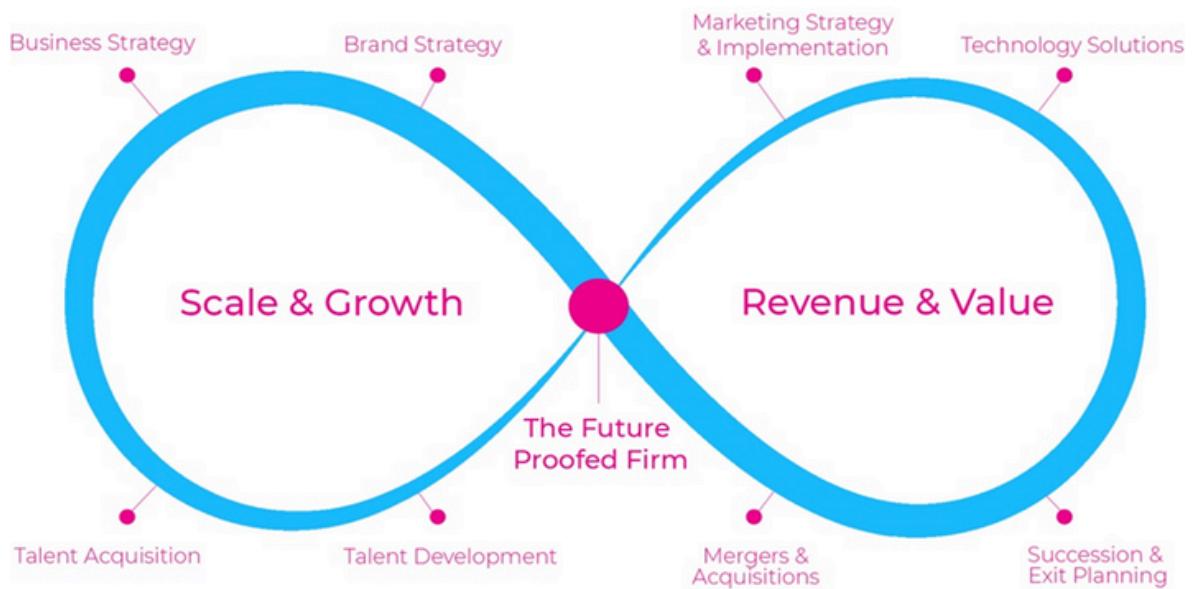
Partnership Proposal Outline for Hiring Partners



ABOUT ALC ENABLE

We are the business solutions firm for executive search. As the only global advisory firm offering a complete range of strategic solutions exclusively to executive search firms, we enable our clients to develop, expand and future-proof themselves.

Our expertise focuses on the business, operational, recruitment and leadership development, brand and marketing strategies needs of executive search firms. For over twenty years we have been providing bespoke business solutions that enable executive search firms to grow, scale, recruit, brand and expand to increase value.



ALC ENABLE: AN ADVISORY PARTNER RATHER THAN A REC TO REC

The business solutions firm for the executive search industry

- **22 years of Experience:** our firm has 22 years experience of advising executive search firms. Individually, many of our core team and the extended team have more than 20 years' plus experience, advising and hiring for executive search firms all over the world.
- **Advisory rather than Transactional:** we are the only full-service advisory firm in the world dedicated to the executive search industry. Unlike a search to search or recruitment to recruitment firm, we take pride in offering you the very best solution – we will advise you **NOT** to hire if we believe there is a better and more profitable solution.
- **Long-Term Drivers:** we are not a lifestyle business and have a clear exit plan for 2027, expanding our own team and a vital part of our strategy is to closely partner with only about 15 firms globally from now until 2027. A long-term, close, and committed true partnership with yourselves would be a fundamentally important one to us.
- **Comprehensive Solutions:** included within our core team as well as our strategic partnerships, we have expertise in all areas of running and developing an executive search business.

- **Access to All:** Between our core team, our 25 Strategic Partners – not all on the website yet – and our talent pool of 437 Freelance Researchers based in 18 countries around the world, we know and/or are connected to every single person in the executive search industry in the UK and elsewhere, or we have ready access to them.

We have a stronger and more extensive reach than a rec-to-rec, with ready access to every single individual in the recruitment and executive search industry. We can therefore support you in any sector, any geography, at any level, and at any time.

- **Flexible Resource and Capacity:** with our core team of six and our 437 Freelance Researchers, we have plenty of flexible resource to deliver on these three assignments successfully, simultaneously and as efficiently as possible.
- **Holistic Business Understanding:** Unlike a rec-to-rec or search-to-search firm, we have experts to support you with the following business areas:

- Marcomms, branding, content curation, PR, and media relations
- Technology and processes
- Talent development including onboarding, assessment, coaching and mentoring search firm owners and others.
- M&A

You have your own experts in the above. The difference is that our specialist consultants have expertise specifically within the recruitment and search industry, meaning that we can feed into your existing knowledge to sharpen and contextualise what you are doing, giving you the competitive edge over the 250 executive search firms we are talking to every month.

- **Onboarding:** on request, we will support you with the onboarding process and development of any talent we hire for you for the first 24 months, included in our fee.
- **12 months guarantee:** we do not expect to have to implement it but we offer a 12-month free-of-charge replacement guarantee.

OUR BUSINESS PARTNERS

Our business partners are an extension of our team and serve to help our clients with specific challenges around their business and their strategy. As well as Sarah David who [REDACTED] knows, we have experts in every business area that an executive search firm leader has to face.

Our extended team includes strategists, coaches, mentors, communications experts, marketeers and M&A experts amongst others, all specialists in their particular areas but within an executive search context, most of them working exclusively or predominantly within the executive search industry.

For example, we have Steffi Gande leading our Marcomms offering who as well as advising other executive search firms on their marketing and communications strategy, was Global Head of Marketing for Amrop for 9 years:



Steffi Gande

In terms of our M&A expertise, we have Philip Ellis with a corporate finance background, whose own business Optima has been advising clients and doing M&A deals in the human capital sector for the last 20 years. He works exclusively with us in terms of any deals within the executive search sector:



Philip Ellis



INTRODUCTION TO THIS PARTNERSHIP PROPOSAL

- ALC Enable believes that supporting [REDACTED] with its strategy as well as supporting on the talent acquisition side, [REDACTED] [REDACTED] could be much more strongly positioned in the market than it is currently. Strengthening its profile within the executive search industry would by default strengthen its position with businesses and corporates within the markets it operates. [REDACTED] has a very positive reputation within the executive search industry currently with the very few that know of it, but that is the issue from an attraction point of view: only a minuscule % of the industry know of it.
- Whilst ALC Enable has partnered with all of the SHREK firms (none actively at the moment), most of our business is supporting smaller executive search firms of less than 20 people. We are currently seeking a high calibre, mid-sized firm of [REDACTED] s quality and size to partner with over the next five years and beyond so this is a very attractive proposition for us.
- ALC Enable is the only firm in the world to have experts in every aspect of business and strategy, all within the context of the executive search industry. Our clients of course have their own coaches, marketeers etc. but we have coaches and marketeers who have specifically worked with search firms and their leaders, and given that we speak to 200 plus search firms every month, we can help search firm leaders stay current and relevant, future-proofing them against their competition and other threats.

BACKGROUND TO OUR PROPOSAL AND THE CHALLENGES FACING

██████████ is an executive search firm at a pivotal stage of its evolution.

As an EOT, the Founder ██████████ is stepping back from her hands-on role in the business and ██████████ is increasingly leading the business from an operational and strategic standpoint.

With further consultation we may agree on other challenges. The ones ALC Enable recognizes so far are:

- Managing and optimizing ██████████'s and ██████████'s transition smoothly from an internal and external perspective.
- Elevating the profile of ██████████: they are currently much less well known than most executive search firms of their size.
- ██████████ may need support to clarify their goals and strategy
- ██████████ may need support in terms of a marcomms audit, establishing a marcomms strategy and how to implement it. We can do this for you.
- The question of how best to achieve growth, whether to consider M&A as an option alongside hiring individuals and teams from other firms.

- The question of how much the culture should evolve and broaden as the business grows: the inevitable challenges tied in with hiring, onboarding and integrating additional Partners, particularly the higher revenue producers, who may not be an ‘imperfect’ cultural fit for what the company has been so far.
- Perhaps being ‘too nice’, not as commercially sharp as their competitors may mean [REDACTED] is less successful than they could be
- Identifying what their service offering should be and in terms of how prominent the non-search offerings should be positioned such as leadership services, interim and any other services.
- Ensuring diversity in the team as it evolves and scales in terms of age, backgrounds and neuro-diversity as well as racial, gender, sexuality and others.
- Succession planning
- The three locations and with most of the team based the north-west may be a challenge as the business grows and having three locations may dilute the firm in terms of being well known.
- Reviewing your compensation structure to make sure it is competitive and attractive.
- Whilst there are clear advantages associated with the business working across several industry sectors, the inevitable challenge with this is that [REDACTED] does not become well known for any particular sector focus. This certainly makes it more difficult to attract additional Partners as well as how to represent and position the range of the firm’s sector and function focus online, in terms of content and visually.

HIRING REQUIREMENTS

From a brief discussion with [REDACTED], the immediate requirements are:

1. Two Partners asap.
2. A continual pipeline at Partner level to cover succession planning, attrition and growth.
3. Location is flexible.
4. Sector and Function focus seems relatively flexible and to be discussed although consumer may be a preference as well as industrial given that Ian Brockbank has recently left.

WHAT WOULD THE PERFECT HIRE LOOK LIKE AT PARTNER LEVEL?

It was a fair question that you asked me but I don't have a straight or easy answer. It is the most difficult time in history to move people from one search firm to another.

However, I believe we can create a compelling story to do with the business's past and future; around [REDACTED] still being there but you coming in to keep all the good stuff that's in the DNA but to inject some [REDACTED], purpose etc. (Don't worry - we won't call it ' [REDACTED]'s unless you want us to!).

We will act as your brand ambassadors and in partnership with you we will optimise the best way of positioning your business as part of the search assignment. This of course can be tweaked over the coming months and years but will of course be beneficial long-term.

The range of what we would consider in terms of a satisfactory fit requires further discussion but I would have thought (and please excuse the simplicity of this) it would be somebody who strongly buys into the values of [REDACTED] but also brings something else to the table, maybe in terms of the way they work, their background and their success and drive. I do instinctively feel it would be good if they were not just a people pleaser and somebody that would challenge the status quo of the firm in a useful, collaborative and diplomatic way.

Given that we only had a few seconds talking about preferred sector and function focus, this requires further discussion and will depend on where you see the most growth and other factors, but we can discuss this. Consumer and industrial seem the obvious choices but maybe it would be wise to consider financial too.

From my 22 years experience of working with executive search firms I would recommend that we look at people in all types of firms: small firms, mid size firms, larger firms and even the SHREK firms since as you know, there could be the right person currently sitting in the wrong firm. Depending on your budget for this hire, it might only be those at Principle level rather than Partner level in the SHREK who would be affordable and this level might be fine as long as you're open to a slightly longer runway before they bring in their maximum revenue potential.

We can discuss location more but maybe we should focus first on Manchester and London.

ALC ENABLE'S APPROACH TO HIRING PARTNERS FOR TALENT PIPELINING SOLUTION

- We recommend a talent pipelining approach because:
 - [REDACTED] needs to future-proof itself for succession planning and attrition as well as for growth.
 - High calibre talent at Partner level within the executive search industry is more scarcely available than ever, with individuals more reluctant to move than ever.
 - 2021/22 were the most successful years ever for the executive search industry. Partners are less certain about 2023 and beyond, as well as being looked after more by their current firms.
 - Given that [REDACTED] is not known in many quarters, the constant and consistent championing of the name in the market will be a much more effective and longer lasting solution.
 - To be explored but whilst [REDACTED] may be open to embracing more diversity in terms of style and commerciality within its team, the backbone of strong values will of course rule out some potentials.
 - All of the above means that triggering the right talent when they're open to conversations is going to be much more effective in terms of hiring the talent that fits the business best rather than limited windows of time when [REDACTED] is actively looking for talent.

- As per further above, we will be vociferously and robustly representing [REDACTED] in the market so that the brand becomes not only much more widely known but perceived more closely to how [REDACTED] would like to be perceived.
- As there seems to be some flexibility in terms of the ideal make up of the hires, and it is absolutely necessary to be flexible in this market, we can advise you on pros and cons of various routes.
- We will also advise you on any concerns we have regarding candidates that we present to you.
- As we have experience of moving teams and M&A too, whilst prioritising these three individual hires, we can simultaneously keep our eyes open on these type of team moves and M&A opportunities for you too.
- We can help you onboard the talent we hire for you as part of the talent pipelining work and as an additional piece of work we can additionally support you with the succession planning, organisational design and talent development.

THE PROCESS OF HIRING PARTNERS FOR

- We will meet you to advise you and agree the correct scope and priorities of the assignment in terms of geography, experience, sector, and other factors.
- We will discuss other aspects with you in terms of the ideal profiles and the scope of the market we can consider for these assignments.
- We will discuss the mapping and outreaches you have already made and agree who we should exclude from our efforts as well as any individuals to focus on.
- We will supply comprehensive notes on any individual presented to you, including any concerns we have about them as well as why we think they would be a good fit, their experience, personal information, motivations, etc, as well as any concerns we have.
- We have a sizeable and expanding team so we can dedicate as much resource as required. We will have up to 5 Researchers and Associates dedicated to providing research and outreach for these three assignments but can dedicate more resource to each assignment if required.
- Tim Connolly will head up the relationship with yourselves as well as overall heading up the delivery.

- With a combination of creativity and persistence, we are eventually able to engage with almost all of our targets. As well as more traditional and straightforward headhunting, highlighting the most eye/ear-catching elements of the opportunity, we have many other angles to engage and initiate that all important first conversation, including diversity reports, compensation surveys, marcomms roundtables, webinars etc.
- We can modify our processes to satisfy your needs but this is our standard process:
 - Send you a full report every week which you can access to see where we are with each target, all of the relevant CRM information fully accessible to you.
 - Arrange a weekly call to keep you updated, tweak approaches if required, and keep up momentum.

COMMERCIALS

- On the assumption that you would like to hire a minimum of two Partners per year, we would charge you a monthly retainer of £4,000, with the first payment due before we start work on it.
- The total flat fee you would pay for a Partner is £36,000.
- We will charge you the balance of £36,000 (less the total amount of £4,000 payments already made) when the candidate signs an offer letter or contract with payment due within 14 days.
- Although we do not expect it to happen, we offer you a free of charge replacement if the candidate leaves within 12 months.

TESTIMONIALS



“Working with ALC Enable on a quite sophisticated search for a Senior German Consultant was a dynamic and successful experience. Within few months after kick-off we could onboard our new but very experienced team member. Especially the presentation and sharing of the longlist of candidates led to a very efficient teamwork between ALC and Talentmark in identifying the core candidates. Friendly, quick and competent service by the ALC consultant team, paired with reasonable costs left us as a very satisfied client.”



Klemens Schuette

Talentmark Board Director and CEO
Talentmark DACH Region



“ALC Enable are highly responsive and their research is extremely comprehensive. They make us feel satisfied that we systematically consider all relevant target candidates and they partner closely with us throughout our searches to ensure a successful closure.”