

# A REVOLUTION IN GLOBAL EXECUTIVE RECRUITMENT

As technology continues to alter the way global commerce communicates, one leading international recruitment and consultancy firm has noticed a seismic shift in recruitment and headhunting trends...

The geographical landscape for business, as we all know, has changed dramatically in recent years. It is now a global marketplace – and this applies as much to people as to organisations. With over 45 per cent of revenue now coming from overseas executive recruitment and assessment projects, UK-based search and selection professionals Baxter Neumann have observed a sharp rise in the demand for global recruitment from clients in the UK, Asia and EMEA. This need is married with a growing number of internationally mobile executives wishing to pursue careers in growth markets.

“The worldwide recession has played its part in the move towards globalisation,” says Baxter Neumann Managing Director, Gerry Baxter. “As in tough economic conditions clients look to flatten corporate structures and reduce costs, enlightened companies are hiring fewer people but better talent. As a result the need is to appoint individuals with strong leadership skills who, in today’s highly competitive and challenging markets, can manage teams across regional boundaries. The result is that from both sides of the hiring fence the world truly is the recruitment oyster.”

Baxter Neumann itself has recently observed a significant increase in the volume of applicants from across Europe for roles with a European/Middle East/Asia remit. For example, a recent assignment conducted to recruit a Group HR Director for a German technology services company attracted more than 100 applications from all over Europe.

## Behavioural shift

So how does a search and selection company based in the UK effectively service a client based in Germany? The range of e-channels now available enables far greater reach than ever before. *Linked-in*, *exec-appointments.com*, *Times Online*, amongst others, are all accessed online and have become the job boards of choice, accessed regularly by candidates searching for a new position. In contrast, readers of the printed *Sunday Times* Appointments Page, for example, will have noticed the supplement shrinking over the last few years. This shift away from advertising in conventional press towards online job boards instead is due to a number of reasons.

Firstly, there are significantly less costs involved for the advertiser, typically hundreds, as opposed to thousands of pounds, per advert. There is greater reach both in national and international markets due to enhanced accessibility. And, very importantly, there is the convenience factor for job seekers, wherever they may be located. To simply go online to identify opportunities rather than buying a newspaper or trade magazine in the country of origin is a major bonus for candidates, and one that is reaping rewards for the recruiting organisations.

## Level playing field

For business seeking to appoint there is more choice today than there used to be with companies no longer needing to go to the “big name” headhunters. Smaller, boutique firms can access the global market, often more effectively than the larger firms. The major global headhunters, while claiming to have an international presence, frequently in the eyes of the client, do not operate in a joined up way. Could it be that some local offices are more preoccupied with the internal fee allocation than collaborating in the best





interests of their client? A prudent client will want to be assured an in-depth search has been conducted covering all of the ground, in local and international markets, to engage the interest of the best talent, for a given role.

Whereas once the major headhunters, with offices across the world, dominated; advances in technology have meant there is no longer a need to have a presence in every location. This has levelled the field for smaller firms to compete. The critical factors are client and candidate relationship management.

Achieving a successful outcome is the aim of every search and selection firm. However, an investment in the latest technology and training is required to deliver recruitment on a global basis. The traditional firms with large scale resources find it more difficult to adapt and introduce new ways of working.

Advances in technology have helped to break down geographical boundaries in the recruitment process. Baxter says: "We have introduced a number of innovations to enhance our service to clients and candidates. The one with probably the most significant impact for both UK and global recruitment has been the use of DVD to pres-

ent to clients a proposed short list. This approach enables the client, often located in dispersed geographic locations, to "see" candidates on DVD, communicating their fit to the brief. In addition, candidates conduct an on-line psychometric test with the Report in multi lingual format being provided to the client almost in real time. These are just two examples of how we are able to support clients to make a more informed decision on short list selection."

Many of the clients Baxter Neumann work with are global brands, some with operations in the UK for example Fujitsu Services, Alstom Power and BAE Systems as well as servicing clients in Asia such as the Richard Chandler Corporation.

Baxter comments: "From a search and selection perspective the world has become a smaller place. We can now identify and engage with the best people in every commercial centre of the world. This is good news for companies seeking to recruit the best talent as well as candidates seeking to expand their careers in new markets."

#### Contact Details

For more information visit: [www.baxter-neumann.co.uk](http://www.baxter-neumann.co.uk)