

Ward Howell
INTERNATIONAL



**PARTNERSHIP
INFORMATION**

2020



WWW.WARD-HOWELL.COM

WELCOME TO WARD HOWELL

*Become Part Of The Premier
Legacy In Executive Search !*

Overview

Ward Howell International (WHI) is known as the world's second oldest executive search firm. Over the past seventy years, we have developed into one of the premier strategic leadership consulting firms successfully establishing a global competence network which allows us to be active all over the world in various industries for multinational companies, local corporations, mid-sized companies as well as government agencies, law firms and financial services firms.

TABLE OF CONTENT



Industry Background	4
Positioning	6
Who You Are	10
We Are WHI	11
What Do You Get	13
Cost-Benefit Analysis	18

INDUSTRY BACKGROUND

THE SITUATION OF THE EXECUTIVE SEARCH MARKET

Ward Howell was founded in 1951 and our company has gone through many changes over the years. Most of our partners have been in the executive search industry for more than 25 years and have a good understanding about the changes which have taken place in the last decade.

- Even if many search consultants are hesitant to admit this: The internet is on its way to eliminate the middleman, i.e. those consultants who do not adapt to the changes of the market.
- Almost all larger client companies have established “talent acquisition” functions and incentivize those employees to save money by conducting searches inhouse, avoiding “the expensive executive search consultants”.
- A substantial part of our target group of candidates has - to a degree - never been directly exposed to our services. Younger executives have grown up using LinkedIn and other social media thus have less personal relationships within our industry.
- Senior executives on the other hand have multiple sources for candidates based on their own, personal and social media networks. They tend to contact previous classmates, employees or superiors to source possible talent for their own organizations.
- Our fees are not only under pressure in terms of percentage (one third of total comp are often difficult to achieve) but as well in terms of billing procedures. Most clients insist on ever growing success portions of these fees and thus incentivize a “speed contest” which is not leading to the best possible quality of the final slate of candidates.

THE CONCLUSION



Highlighting the end result of our service is paramount. We have to be able to communicate the advantages of our executive search services.

As we all know there is a multitude of reasons for the use of our services and most consultants are able to convince a potential client in a one-on-one meeting but it is difficult to communicate this on a broader basis to our target group.

This leads to the importance of branding and the related positioning and image of a search firm. As we all know from our meetings with clients – regardless of the matter – there is a certain appeal to ask the market leaders for their services. An old saying can be copied to our industry as well: as an IT manager you never get fired if you buy from IBM. The consultants from Egon Zehnder, Heidrick, Spencer, Korn, etc. are certainly not better qualified than all the rest of the market but their advantage is: **THE POWER OF THE BRAND.**

Because of this we would like to take you through our considerations why you might consider a membership in Ward Howell International.

OUR POSITIONING



We are a group of experienced like-minded professionals who believe in the power of a brand. In our day-to-day business situations we face a strong competition from other search firms with well-known brand names. Since we target the same market like our competitors, we need to be regarded to be on equal terms with these players by clients and client prospects. If we categorize the players into some major clusters - even if there are certainly several subsets of these categories - search firms differ in terms of:

-
- **Ownership**
 - **Organizational Structure**
 - **Licensing Model**
 - **Size**
 - **Service Offerings**
 - **Level of Searches**
 - **Key Target Client Prospects**
 - **International Approach**
-

OWNERSHIP & ORGANIZATIONAL STRUCTURE

Ward Howell is a global executive search boutique firm and consists of independent entrepreneurs who own and run their own firms – either as an individual or as a local partnership. We have concluded that senior partners in a consulting firm do not want to be managed. For ourselves we have chosen a model which disposes of the typical characteristics of a managed firm – politics, and as a result - internal competition for influence and titles.

LICENSING MODEL

Our licensing model gives all our member firms full control and authority about their strategies and ways of operation, putting trust in the experience and client devotion of each individual partner. We believe in the values of being collaborative, agile, committed to high quality delivery, and respect for the individual - reinforcing these values with each new partner. The licensing entity is a holding company with a board which is responsible for the moderation of the individual member firms, setting the global strategy and direction and providing above mentioned services.

SIZE

Having addressed the term boutique, we want to highlight that it is not the goal of Ward Howell to grow into the size of the global “factories” like Korn, Heidrick, Zehnder or Spencer. We believe that the success of our services is predominantly based on individual, personal relationships to executives, clients and candidates, and a superior commitment to “get the job done” and to get it done better than others.

SERVICE OFFERINGS

Based on the experience of our consultants Ward Howell is able to offer – apart from our core business, executive search – other consulting services which are based on experience. In consulting we often hear that McKinsey, BCG, Bain and others flood a company with young bright talent who deliver excellent analysis but do not implement their recommendations. We believe that methodology-based consulting has its merits but that most of our clients already know the problem and want the solution to the problem and above all want it to be implemented. These services encompass among others

- Management assessment
- Interim services
- Organizational advice, both for board and executive level
- Succession planning for family businesses

OUR POSITIONING



LEVEL OF SEARCHES

Ward Howell targets the C-suite in headquarters and the 1st and 2nd level of management in local subsidiaries. This is independent from the size of the client. Our typical client is a company which has already expanded internationally and needs (apart from executives in the headquarters) a new general manager/managing director and/or executives directly reporting to this function.

KEY TARGET CLIENT PROSPECTS

Although Ward Howell works with many large, global corporates, our main focus is in assisting high-growth, multinational companies to achieve success by affording them unrivaled access to impactful leadership from FTSE, DOW, S&P, DAX, Nikkei, or Fortune registered companies. We are able to build these enduring relationships by integrating a rigorous, consultative methodology with advanced, global research capabilities.

INTERNATIONAL APPROACH

We do not believe that a consulting concept predominantly based on geographies can be successful. C-level executives these days are highly mobile and move on the corporate chessboard across borders, i.e. the marketing director of a company in Poland today might be promoted to become general manager of the UK subsidiary next year. This calls for an international view of the candidate market.

Ward Howell is organized in industry verticals/practices, following the organizational structure of our clients. Our partners recruit candidates and develop business both locally as well as internationally - based on the clients' needs and clients' structures, regardless their location. Our 30 offices are serving clients locally and provide access to global candidate markets.

For our member firms/partners this means that they are able to work across borders, both for business development purposes as well as for conducting their searches, i.e. it is possible to refer clients to other international partners but it is not mandatory.

2nd Oldest Search Firm

Global Boutique

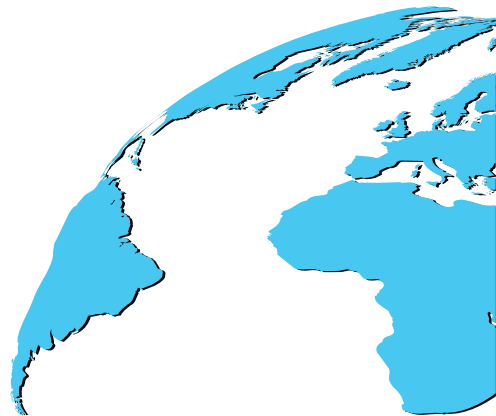
70 Years of Experience

Founding Member of AESC

No Geographical Boundaries

True Network

WHO YOU ARE



1

You are currently a partner/consultant, running a local executive search boutique firm, either alone or with a team of other partners/consultants. With this firm you successfully serve your clients but are not recognized as one of the leading firms in your markets, be it because of your firms recognition/awareness in the market or because of a lack of internationality/positioning. You might already be a member firm in an international network but have the feeling that this does not really contribute to your business.

2

You are currently working as a partner/consultant or a team of partners/consultants in one of our competitors, be it one of the integrated SHREK firms, or a large local firm with a suffocating management and are suffering from the typical constraints of a managed organization. You know that you are able to successfully manage your clients and to build your business in the market but are restricted by your organization in your freedom to fully exploit your potential.

3

You are a senior C-level executive considering alternatives in your late 50ies which is not to continue a 24/7 job with the related strings attached to it. You have personal experience regarding the impact of good and bad decisions in the context of executive placements. You have a large network of peers who trust your business acumen and appreciate your advice but you are not attracted by a structured, managed environment which integrates you again into timelines, deliverables, milestones and reports. You want to decide how much time you want to spend on business matters and you need a home with a professional support organization and the ability to deliver high quality support for your consulting offerings.



WE ARE
WHI

Ward Howell International (WHI) was founded in New York City in 1951 by Henry Wardwell Howell, former head of executive search at McKinsey & Company. This makes us the world's second oldest executive search firm.

Following a rapid nationwide expansion, WHI established its first international office in London in 1968 and continued to expand across the globe until 1997.

Due to the departure of our US partners in 1997 and the loss of our brand name in the USA, Ward Howell gradually rebranded into Signium International in several markets between 1999 and 2003. After the Ward Howell brand name became legally available for registration in the US again, senior partners of the group decided to rebrand – back to Ward Howell International.

Today, as a global executive search boutique firm, Ward Howell has grown to 30 offices worldwide, is supported by over 130 partners, and is active in all major industry sectors, including consumer goods, financial services, technology, real estate, professional services, manufacturing, healthcare & pharmaceuticals and else.

KEY BENEFITS OF MEMBERSHIP INCLUDE:

- **Global Brand Name | Recognition | Credibility | Heritage | Global Footprint**
- **Brand Building**
- **WHI Website Presence**
- **Network**
- **International Business Development Opportunities**
- **Increased Turnover**
- **Global Industry Groups**
- **Best Practices**
- **WHI Global Database | CRM | Projects | Candidates | Clients | Companies ...**
(Desktop & Mobile Version)
- **Active Lead | Business Development - Database**
- **Marketing Support**
- **Increased Public Relations Activities**
- **Business Development Support**
- **Access to E-Mail Distribution | Targeted Campaigns**
- **Cross-Selling Opportunities**
- **Additional Service Offerings (Consulting | Advisory | Coaching | M&A ...)**
- **Research Capabilities**
- **Microsoft 365 Business**
- **Back Office Support**
- **Annual WHI Meetings**
- **Cost Savings Through Corporate Agreements (50% Off LinkedIn Pro etc ...)**
- **More Time To Focus On Your Business**



WHAT

DO YOU GET ?

Ward Howell International provides ambitious, growth orientated, entrepreneurial executive search firms and individuals with a global reach across twenty-one countries.

GLOBAL FOOTPRINT THROUGH GLOBAL BRAND

Ward Howell offers a licensing model to those individuals or firms who are looking for a strong brand name and an international support structure. Using this brand name enables a consultant to pitch for better and more profitable business in his/her market, because our brand name elevates his/her firm to the same level of the major global players in the search industry. Ward Howell has been known as a high-quality provider of search services in the executive search industry for 70 years and – even if we have not operated offices in all countries of the globe, we have targeted, talked to and interviewed executives in almost all of those countries. The brand awareness in the key target group (C level executives) is certainly the most important asset of our firm.

CONTINUOUS BRAND BUILDING

WHI's objective is to continuously improve the brand and therefore the benefits to its members.

A strong brand can bring you desirable new clients, great employees and premium rates. It's an asset that has value, even if you move offices, change clients or replace staff. Our brand endures. It's hard to imagine another asset that contributes so much to growth and profitability.

WHAT MAKES THE WARD HOWELL BRAND SUCCESSFUL?

There are five key factors that drive brand success. Some of them are directly linked to the very definition of an executive search brand. Others are driven by very practical considerations.

1. A WELL-DEFINED TARGET AUDIENCE

While it's tempting to think of your firm's visibility as universally important, it's not the primary factor. It's far more important to have visibility in a clearly defined and well-understood target market. To be meaningful, a brand must be "for someone." No brand can try to be everything for everyone and hope to be successful. Many executive search firms are reluctant to specify a target audience. They do so at their own disadvantage.

2. AN EXCELLENT REPUTATION

A lot of firms have very a good reputation. That's a great starting place. But to be a really successful brand, the reputation does not only have to be good but it has to be great. Everyone should have a highly favorable reception of the firm.

3. RELEVANCE TO THE SUCCESS OF THE TARGET AUDIENCE

Your firm must also be seen as being relevant to the success of your client. It's not enough to be "nice people" and even be knowledgeable and helpful. The real driver of a successful brand is your ability to make your clients more successful. You aren't just a bystander - you are an important contributor to your clients' success.

4. HIGH VISIBILITY

Are you widely known to your target audience? Are they aware that you do not only exist but that you are relevant to your clients' success? Are they also aware of your reputation?

Our research shows that this is the area where many executive search firms fall short. They may have excellent reputations among their clients and be seen as driving success, but their visibility only extends to a portion of their target audience.

5. A PREMIUM POSITION

To be truly successful, a brand must have a premium position. Without a premium brand perception, your firm will not be in a position to get more/new clients/assignments and to command premium fees.

WHAT DO YOU GET?



A NETWORK OF PEOPLE LIKE YOU:

COLLABORATIVE, CREDIBLE PARTNERS WITH C-LEVEL INDUSTRY EXPERIENCE

Your challenges are not so much different from the ones your peers in other locations have. How to grow your boutique profitably? What about competition and in-house recruiters? How to attract and retain the best talent for yourself? We share best practices, trends, clients and candidates. Together we grow. Ward Howell's future is shaped by its people who are inspired by it and determined to contribute to something bigger.

OUR BASIC PRINCIPLES ARE:

Partners...

- are **actively involved** in all phases of engagement delivery
- act as credible and effective **brand ambassadors** for our clients
- add **valuable perspective** based on extensive careers in specified fields, senior operating roles and retained executive search
- possess **deep domain experience** in their respective practice areas
- have **firsthand understanding** of client challenges and KPI's, as well as candidate backgrounds, successes, and motivations
- bring **operating rigor, discipline, and strategic thinking** to executive search

WHAT DO YOU GET?

INCREASED TURNOVER

As soon as you are part of the Ward Howell network, you will broaden the scope of your projects from a local to an international level – with more turnover. Your customers will ask you for contacts or projects in other countries as soon as you tell them that you can offer this under the Ward Howell umbrella.

MARKETING SUPPORT

Marketing needs to be a continuous exercise, something that gets neglected in most smaller search firms, because there are always more pressing matters related to running assignments. Ward Howell has established a proven successful methodology for a continuous and consistent marketing.

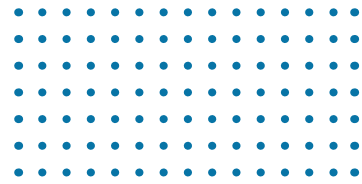
- Global Website
- Consistent Social Network Presence
- E-Mail Marketing
- Collaborations
- Search Engine Optimization (SEO)
- Content Marketing (brochures, paper...)
- Campaign Support
- Host Events

INCREASED PUBLIC RELATIONS ACTIVITIES

You do not have enough time for marketing and PR because operations keep you busy? We have a dedicated PR consultant. You don't know how to get on page 1 in google? Most of our partners are there. You want to be part of one of the top 20 networks in the world?

The content management system of our website enables us to deliver current information to our clients and candidates and to measure the effectiveness of certain events and activities conducted by our practices.

Each practice has a distribution list (mainly CEO's, boards and CHRO's) of relevant companies who receive centrally organized relevant marketing material in form of brochures and/or articles for their specific industry.



CORPORATE AGREEMENTS

- LinkedIn Recruiter Pro
- Microsoft
- CRM System

CONTENT MARKETING

Content marketing is a natural fit with executive services firms.

It...

- builds trust
- attracts new prospects
- nurtures and qualifies them
- educates them in what you do and how you approach problems

At the end of our content marketing process prospective clients are ready to engage with Ward Howell and don't need to be sold to working with our firm. They then already know who we are, how we work, and how we think.

CROSS-SELLING / MORE SERVICE OFFERINGS

Over the last years Ward Howell has been able to attract a number of previous C-level executives who support our organization in an advisory role. These partners of our firm are able to support – based on their area or expertise – our clients with consulting services other than our main product offerings. They have contributed in the past to better serve our clients in close cooperation with our practice teams.

INFRASTRUCTURE SUPPORT

- Continuous development of practice specific content for distribution
- Preparation of major industry expositions and fairs
- Provision – if required – of research capabilities for international projects
- Provision – if required – of business development support
- Provision – if required – of billing support

COST-BENEFIT ANALYSIS



Ward Howell is a network firm

We do not want to own our member firms/ partners and get into an ownership/ shareholding position vs. our partners. We strongly believe in the power of our brand and the value a consultant will receive from the market if the brand is used. Therefore, we strongly favor a member firm or a partner who exclusively uses our brand name only. We also recognize that the decision to fully adopt our brand name is a big decision and needs trust, confidence and positive feedback. Such a decision might take some time until this trust has been established.

In recognition of this WHI has developed three different licensing models (with three corresponding fee models) for distinctive partnership options:

Option 1

FULL WHI MEMBER FIRM

A partner / group of partners, who

- have founded an executive search firm, or
- have left another search firm, or
- have a local brand name with limited awareness in the respective market

and consider their opportunities in the market, not decided yet about branding and a go to market strategy. For this specific situation a firm can apply for full Ward Howell membership, i.e. get the license for rebranding their firm to the Ward Howell International name. Attached to this privilege come a number of rights and services which are outlined in detail in our license agreement.

Full WHI member firms enjoy the following benefits:

- WHI Website Presence
- WHI Global Database | CRM ... (Desktop & Mobile)
- Active Lead | Business Development - Database
- WHI LinkedIn Corporate Page Presence And Related Benefits
- Benefits Of Corporate Marketing Campaigns
(Contacts To 2.000 Executives Per Month)
- Business Development Support
- Customized Marketing Collateral
- Discounted LinkedIn Recruiter Pro Licenses (-50%)
- Access to E-Mail Distribution | Targeted Campaigns
- Research Support (Flat Fee - At Discounted Rates)
- Annual WHI Meeting

Option 1 cont.: FULL WHI MEMBER FIRM

In a full membership a licence fee is charged for each partner who is featured as “Partner” on the global Ward Howell website.

Non-partner consultants can also be featured on the global Ward Howell website at a lower license fee.

For countries with a very low per capita income (emerging markets) we have a special reduced fee arrangement as laid down in our license agreement.

Option 2

ASSOCIATED WHI MEMBER FIRM

An existing executive search firm in a given country seeking membership in our network. The partners of the firm want to keep their firm’s name and in addition want to use the Ward Howell brand to get a higher credibility vs. their international clients and possibly exchange some assignments with other members of the group. In this model a licence fee is paid per firm.

The partners of an associated WHI member firm are featured on the Ward Howell website as partners but their firm’s name will not be mentioned. These associate members in parallel maintain their current website with their local brand name, but can present themselves in the LinkedIn website as “Associated Partners of Ward Howell”

Associated member firms enjoy the following key benefits:

- WHI Website Presence
- Access To Marketing Collateral
- Discounted LinkedIn Recruiter Pro Licenses (-20%)
- Research support for international searches (Flat Fee)
- WHI Annual Meeting

In an associated membership non-partner consultants will not be featured on the global Ward Howell website.

For countries with a very low per capita income (emerging markets) we have a special – reduced fee arrangement as laid down in our license agreement).

Option 3

INDIVIDUAL WHI MEMBER

A single practitioner (or a previous C-level executive) seeking membership can also become partner in our global network.

Therefore, such individuals have to become attached to a legal entity (and a practice) either in an existing office of their choosing, or – if no local office is available – they will be attached to the HQs office in Düsseldorf.

For such individuals a special license agreement is available and outlines all benefits and obliga-

JOIN WARD HOWELL NOW AND BECOME PART OF THE LEGACY

