

# Working in Finance : A headhunter overview

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# Vendôme Associés

- Created in 1987.
- 14 people team, coming from the Banking industry
- Independent recruitment agency.
- Direct approach search.
- Specialized in Banking and Finance, in France and abroad.
- Team building and recruitment of top managers, experts and highly skilled professionals, both in finance and corporate/industry fields.
- Founder member of Finsal Network.

# Practices

- Investment Banking (Capital Markets, Specialized and Structured Finance).
- Asset Management & Investor Services.
- Private Banking & Wealth Management.
- Private Equity & Corporate Finance.
- Retail Banking & Financial Services .
- Cross & Support Functions.
- Financial positions within corporate sector

# Context

- Worldwide crisis – all sectors and geographic zones affected
  - The end of the “Golden Age” for financial markets
    - Redundancy and restructuration plans, layoffs, negotiated leaves
    - Stoppage of certain activities (financing, equity market,...)
    - Hiring freeze
  - Job market in a peculiar situation of complete turn around:
    - Fewer job offers and influx of candidates
  - Reactions:
    - Isolated measures due to the lack of visibility
    - Changes of candidates’ profile: less internationalization with a local focus
    - Review of remuneration models in practice
    - Priority to internal mobility
- ➔ *Implosion and complete overhaul of the financial and banking landscapes*
- ➔ *End of the “easy” money and of a certain kind of elitism*

# Financial context evolution

## 1980's

Main trends:

Creation of derivatives market (MATIF/MONEP) in 1985 and 1987  
"Bull market"

Crisis of the decade:

1987 Krach ("Black Monday")

Regulation/technology:

Markets Deregulation ("Big bang")  
IT Boom (electronic order processing)

Recruitment Geography:

**LOCAL**

## 1990's

Main trends:

Development of the Investment Bank model (trading room, AM)  
Bancassurance

Crisis of the decade:

Gulf War (1991)  
Emerging markets crisis (Mexico 1993, Asia 1997, Russia 1998)

Regulation/technology:

"Glass Act" in the U.S.  
Euro arrival  
BAFI

Recruitment Geography:

**REGIONAL**

Developing Professions:

- trading/intermediation
- change
- collective investment funds management
- specialized financing
- organization
- information systems

Hiring trends in France:

Broad-based education (bank round general training) and functional polyvalence  
Personality taken into account

Developing Professions:

- analysis (sell-side, buy-side, bond/debt market...)
- marketing/Sales
- alternative investment management
- project finance

Hiring trends in France:

Specialization of IB jobs  
Education as decisive criteria  
Generalist profiles in retail banking

# Financial context evolution

## 2000's

Main trends:

Credit Explosion (LBO, derivatives...)  
Emergence of Sovereign Funds  
Development of "boutiques"

Crisis of the decade:

Internet bubble burst in 2000  
11 September 2001  
Corporate scandals: Enron, WorldCom,...

Regulation/technology:

Revamp of prudential rules (Sarbanes Oxley, LSF, Bale/Solvency)  
Reform MIFID

Recruitment Geography:

**INTERNATIONAL**

Developing Professions:

- structuration/quantitative analysis
- exotic trading and credit derivatives
- structured financing (LBO)
- alternative management (funds of funds, structured,...)
- wealth management
- middle office/portfolio
- compliance

Hiring trends in France:

High specialization of jobs/products/clients in IB  
Commercial profiles in retail banking

## Today

Main trends:

Reconsideration of the IB model  
Redesigned landscape of professions and players

Crisis:

Implosion of the financial and banking world system  
Major economic crisis

Regulation/technology:

Strong State intervention (funds)  
Strong pressure from regulative bodies and organisms

Recruitment Geography:

**DUAL**

Developing Professions:

- troubled enterprises linked: Distressed M&A and Debt, Restructuring, Transition management, Turnaround funds, Advisory in recovery strategy
- control and risk management
- ALM

Hiring trends in France:

Senior Profiles  
Potential "De-specialization"  
Priority to internal mobility

# Assessment of the present situation

- For the employee
  - Individualism
    - ✓ Confirmation for younger generations
    - ✓ A discovery for the more experienced
  - Lack of interest for the banking environment
    - ✓ Less attractive salaries
    - ✓ Doubts cast on functional and geographic mobility
    - ✓ Less and less functional autonomy
    - ✓ Reduced number of players
  - Death of the “career plan” concept
  - Greater importance of human aspects
    - ✓ Strong sensibility to work environment
    - ✓ Search for entrepreneurial projects
    - ✓ Need of transparency from the enterprise

➔ *Adapt his behavior / Return to “real values”*
  
- For the enterprise
  - Rebuild of trust, encouraging new social dynamics
  - Set up new remuneration schemes and attractive tools
  - Offer perspectives and visibility
  - Show transparency and flexibility
  - Strengthen the partnership HR/Head of business lines

➔ *Innovate*

➔ *Redraw the enterprise culture out*

➔ *Communicate*

# Some examples of stricken sectors in the last months

- *NO static situation in any market or sector. Signs of activity/recovery are observed where the situation was totally blocked a few months back.*
- **Recruitment in Financial jobs – *The Facts***
  - Fewer offers
  - Experienced profiles (with clients, highly technical)

## Investment Banking

- Front Office activities:
  - ✓ Trading (specially exotic pop trading)
  - ✓ Financing (LBO, Asset finance, Structured Finance,...)

## Asset Management - Multi-Asset Management

- Drop of the market value
- Increased cautiousness
- Reduced margins
- Lower profitability
- Mergers – reduced number of players
- Headcount cuts



# Where are the opportunities at present?

## Traditional activities:

- Risk management (market, operational)
  - Due Diligence (for asset management)
  - Audit and Consultancy
  - Debt Restructuring
  - Project Management
  - Logistics
- 
- Seniors with existing client portfolio
  - Senior sales and relationship managers with extensive knowledge of target clients

## Emergence of growing markets such as:

- Environment (renewable energies, water related issues ...)
- Sustainable development and corporate governance
- Social entrepreneurs, Venture philanthropy
- NGO's (fundraising, project management...)

# Employers expectations

- Any size and any sector companies have the same expectations for potential employees:
  - Entrepreneurial spirit
  - Autonomy...and yet, team spirit with strong commitment
  - Bringing in added value with their acquired experience.

# Candidate / Employee

## *How to behave?*

- In addition to the set of competences, he/she should show:
  - Flexibility, adaptability
    - ✓ On the positions and assignments
    - ✓ On salary and remuneration schemes
  
  - Personality
    - ✓ Motivation
    - ✓ Curiosity
    - ✓ Creativity
    - ✓ Pragmatism
    - ✓ Common sense
    - ✓ Humility
  
  - Willingness to share a collective adventure
  - Sound Values