





## Working in Finance : A headhunter overview

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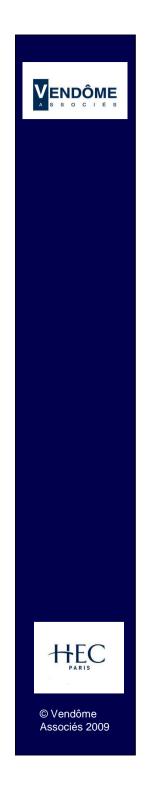
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## 

- 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

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## **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

#### 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

#### 1990's

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

<u>Crisis of the decade:</u> 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:

- 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,... <u>Regulation/technology:</u> 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

#### <u>Crisis:</u>

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

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# 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
    - $\checkmark\,$  On the positions and assignments
    - ✓ On salary and remuneration schemes
  - > Personality
    - ✓ Motivation
    - ✓ Curiosity
    - ✓ Creativity
    - ✓ Pragmatism
    - $\checkmark\,$  Common sense
    - ✓ Humility
  - > Willingness to share a collective adventure
  - Sound Values

