

MULTINATIONAL SEARCH CAPABILITIES

*A Partnership Among
The World's Top Boutique Firms
Global Reach. Global Trust. Global Results.*

THE CHALLENGE OF INTERNATIONAL SEARCH

For multinational clients, even those with deep internal recruiting capabilities domestically, it is often their global recruitment needs that keep them up at night. In the domestic context, they know the markets, the cultural issues and the full array of tools they have their disposal. However, there are a host of challenges that go hand in hand with international recruitment. Each geography has its own practices, languages, cultural norms, networks, and special challenges. Top among them is the critical nature of local knowledge - and of a deep understanding of that specialized talent market. Access to key pools of talent can be limited for foreign players. And for senior level searches in international markets, established reputation and market profile often come into play. Top candidates for critical executive roles will return certain calls and not others. Who is making the call can be critical to success. Beyond the challenge that language often provides, navigating cultural sensitivities is complex, especially at the senior level – with answers that can't be guessed at. Negotiations in one geography may be conducted quite differently than those in other jurisdictions.

CASE STUDY

Company

A prominent global manufacturer.

Geography

Multinational headquartered in North America, with broad international talent requirements.

Background

The client was engaged in a time sensitive, multi-continent search for two key senior level legal positions, one covering Latin America and Mexico based in Sao Paulo, Brazil; the other covering the Middle East, India and Asia, based in Dubai, UAE.

Key Challenges

The roles were extremely specialized with highly specific localized knowledge and expertise required of the candidates, with an array of sensitive cultural issues at play. The client's operations were subject to profound in-country political and economic instabilities in certain markets. The search required massive international coverage and scope in the context of a demanding client.

Solution

We brought in our boutique partners in Dubai, UAE and Sao Paulo, Brazil to work alongside us to solve this challenge for the client. They worked in close collaboration with

BUILDING A BEST-IN-CLASS SOLUTION

From our early beginnings as a firm, we set out to provide our multinational clients a comprehensive answer to their international search requirements. In commencing development of our solution to the challenges inherent in international search, our conditions for global success were stringent and our standards extremely high. We did not want the cumbersome corporate approach of traditional global firms, where quality can be compromised in the face of corporate cohesion, and where all the advantages we bring to the table for our clients as a high end boutique provider are lost. Nor did we want a diffuse “network” model that could compromise quality in other ways in the face of differing objectives, values, processes and metrics.

The objective we set for ourselves was no less than translating all the critical advantages that we bring to the North American market onto a world stage - a true delivery of what we do and who we are into all key business markets worldwide. Ultimately that meant developing a global model of the “big firm expertise - boutique firm service” model that draws clients to us in the first place.

us throughout the project from start to finish. There were no hand-offs. We quarterbacked the project from start to finish in conjunction with the extensive on-the-ground knowledge and expertise they brought to the table. Every call, including ongoing status calls, were multi-way, involving both the senior personnel of Rosenzweig & Company, our local boutique partner and the client. Senior level personnel of both Rosenzweig & Company and our local boutique partner vetted every candidate in depth.

Our research teams worked in close collaboration to develop a comprehensive candidate profile, mine the target talent pools and ultimately bring forward a slate of exceptional candidates. Communication between the firms was constant, with multiple contacts every week. The regional reputation of our boutique partners played a major role in the search, with many candidates indicating to us that they returned calls because of the stature and well-known, high end brands of our local partners. The process throughout was characterized by collaboration, transparency, communication and commitment by both the Rosenzweig team and its local partners in close collaboration with the client.

First and foremost we were determined that any solution had to be founded in the trust our clients place in us. That is to say, they trust that we will put the right pieces of the puzzle in place; that we will not hand-off delivery; that we will quarterback the process from start to finish in close collaboration with our partners to drive top class results.

Key conditions for our solution were:

- No compromises
- Proven success
- Shared values
- Intensive senior partner attention
- Seamlessness with complete integration: collaborative research, candidate evaluation and client reporting
- No uncertainties in terms of quality
- Working with only the “best-of-the-best” in terms of capabilities – no legacy players
- The full pallet of high end boutique firm advantages that we offer to our clients in the North American market (lower volume, reputation, lack of conflicts, superior service)
- A systematic approach with the same processes and deliverables
- The same intensive research-driven methodology upon which our success is grounded

Results

In the context of the high standards of our client in terms of both expertise required and fit, we were challenged to bring in candidates not only of exceptional quality but who had a great cultural fit with the client and their working style. We were able to be successful on all fronts, bringing in a slate of exceptional, high profile candidates in each of the two markets - two of whom the client, after in-person interviews in the local markets, brought on board.

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- The same comprehensive procedures and reporting structures
 - Extremely detailed local knowledge, specialized local networks and local access
 - Deep cultural understanding

OUR GLOBAL SEARCH MODEL

Based upon these key principles, Rosenzweig & Company built a comprehensive international model of service delivery that gives us unparalleled scope for delivering results for clients in all key business jurisdictions worldwide. In common with the intensive methodology that underlies the searches we undertake for our clients, we went out across the world and systematically identified and evaluated the top 5 to 10 high end boutique firms in every key geography/business center worldwide. We comprehensively vetted their capabilities, reputations, advantages and personnel.

Ultimately, we were able to choose among the best-of-the-best high end boutique firms in each market: The firms that live by the same values that we do and share our philosophy of search; the firms that operate with the same rigor and with the same intensive approach that we do; the firms that have the same big company expertise and experience combined with boutique firm service that defines our success; the firms that could integrate seamlessly and collaboratively with our process and procedures; and ultimately the firms that could enable us to provide the full slate of advantages that we bring to clients domestically, in regions across the globe. We are not inheriting cumbersome corporate structures or generic legacy players in international markets. We are working with the best in every market, with complete alignment in terms of quality and methodology.

The end result of this intensive process: the best boutiques in the world working together in a completely integrated way on the basis of shared values, common process and procedures. We operate in close collaboration with our partners worldwide and work seamlessly with them to deliver for our clients in critical international markets.

We believe the comprehensive model we have built provides our clients the best of all worlds internationally - deep local knowledge, preeminent local reputations, best-in-class quality, with all the advantages of the Rosenzweig “big firm expertise - boutique firm” service model, fully integrated with our intensive research-driven methodology without the hand-offs typical in the business, quarterbacked on a day to day basis by the firm you trust to deliver, no matter what.