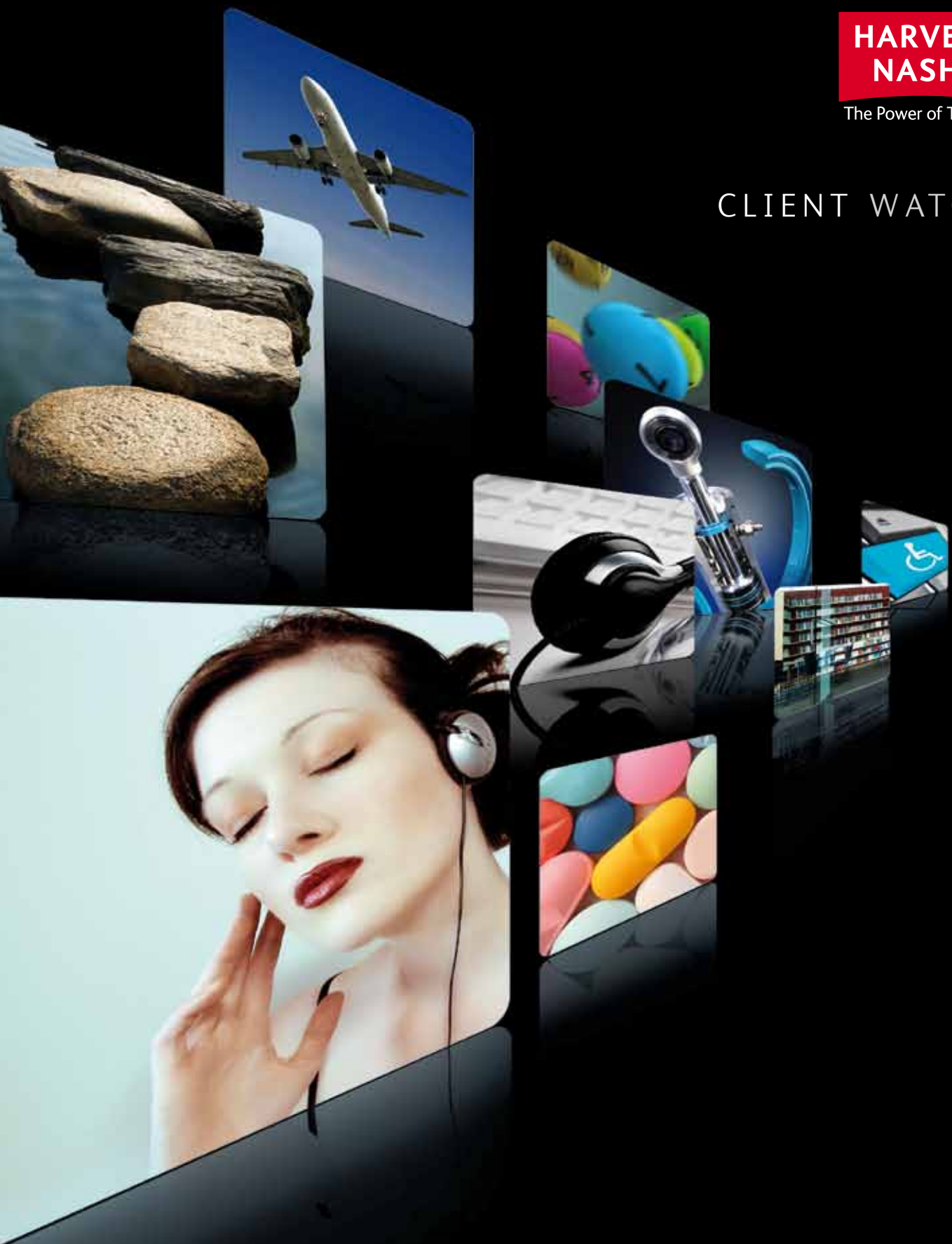




The Power of Talent

CLIENT WATCH



A healthy balance p.6
Harvey Nash helps Gloucestershire Hospitals NHS Foundation Trust increase its board diversity



A strong foundation p.8
Symbian Foundation rapidly recruits more than 100 key staff with the help of Harvey Nash



Bringing in the clones p.11
Harvey Nash acts as trusted adviser and professional services partner to Tata Technologies

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Varied they may be, but what unites all the case studies is the way they document the tangible and long-term results companies reap from working with Harvey Nash

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A handwritten signature in black ink, appearing to read 'A. Ellis'.

Albert Ellis
Chief Executive
Harvey Nash

WELCOME

Client Watch, now in its fifth year, is our way of showcasing some of the key work Harvey Nash has undertaken.

Each case study tells its own unique story – from how we helped a global technology company build its business simultaneously in London, Stockholm and San Francisco, to how we supported a major hospital in diversifying its board of directors.

Varied they may be, but what unites all the case studies is the way they document the tangible and long-term results companies reap from working with Harvey Nash.

I hope you find *Client Watch* a useful insight into the way Harvey Nash works, and I welcome the opportunity to discuss how we can help your organisation with its own recruitment needs.



PLAY.COM



The communications with the candidates and with me were excellent. Harvey Nash have been a trusted partner in this process.

Andrew Dugdall-Marshall, HR Director, Play.com



PLAYING TO WIN



Founded in 1998, Play.com was one of the first online retailers in the UK and one of the top 50 globally. In February 2009 it topped the National Consumer Satisfaction Index, and it recently won the coveted *Which?* Award for best online retailer, for the second year in a row.

With such an illustrious record, when the Head of Games role became vacant earlier this year, HR Director Andrew Dugdall-Marshall wanted to make sure the company hired the best possible replacement.

“The job involves running and delivering the games offer on the site, from negotiating with the suppliers through to the look and feel of the customer experience,” he explains. “We didn’t necessarily need e-commerce experience; more important was in-depth knowledge of games and the games industry, along with the capacity to move the games offer on and adapt it to the changing nature of the market.”

- Online games retailer Play.com needed to replace its Head of Games very quickly.
- It asked Harvey Nash to search for potential candidates to fill the important, and changing, role.
- Harvey Nash tapped its network of relevant contacts to rapidly come up with a shortlist, and the successful candidate joined within six weeks of the search starting.

The typical gamer is no longer the loner who sits on his own for hours on end in a darkened room, says Dugdall-Marshall.

“The consumer base is much broader now, and it includes families and, increasingly, women and girls who are attracted by the Wii Fit and similar offers. But these sorts of customers are less knowledgeable about what’s available, what they need and how to go about getting it.”

Not only did the company need specific skills from its new Head of Games, but it also needed to make an appointment quickly, so it turned to Natalie O’Neill, Head of Practice, Retail, whom it had used previously and knew had a good network of relevant contacts, to do a search.

“We had a strong idea of the kind of people we were looking for, and Harvey Nash suggested some additional names, so we had a meeting of lists and minds,” says Dugdall-Marshall. “Everything happened very quickly. We were interviewing candidates within a couple of weeks of starting the search.”

The successful candidate joined just six weeks after the search began. He had done similar roles at competitors Zavvi and Virgin.

“Harvey Nash have been a trusted partner in this process,” says Dugdall-Marshall. “They started with a thorough market-mapping exercise, which allowed us to draw up a shortlist quickly. And the communications with the candidates and with me were excellent.”

STEPSTONE

“

We were very impressed with Harvey Nash’s proposal, and, in particular, with the way they intended to work with us, and their empathy with our requirements

Colin Tenwick, Chief Executive, StepStone

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A STEP CHANGE

StepStone has grown rapidly from its foundations as an online job board in 1996 to become a global public listed company providing talent management software and online services to client organisations around the world. Headed by industry heavyweight Colin Tenwick, who has been Chief Executive since 2001, it started to integrate and centralise its different businesses and product lines a few years ago, a process that started with finance, moved to Human Resources and IT, and then, most recently, to marketing.

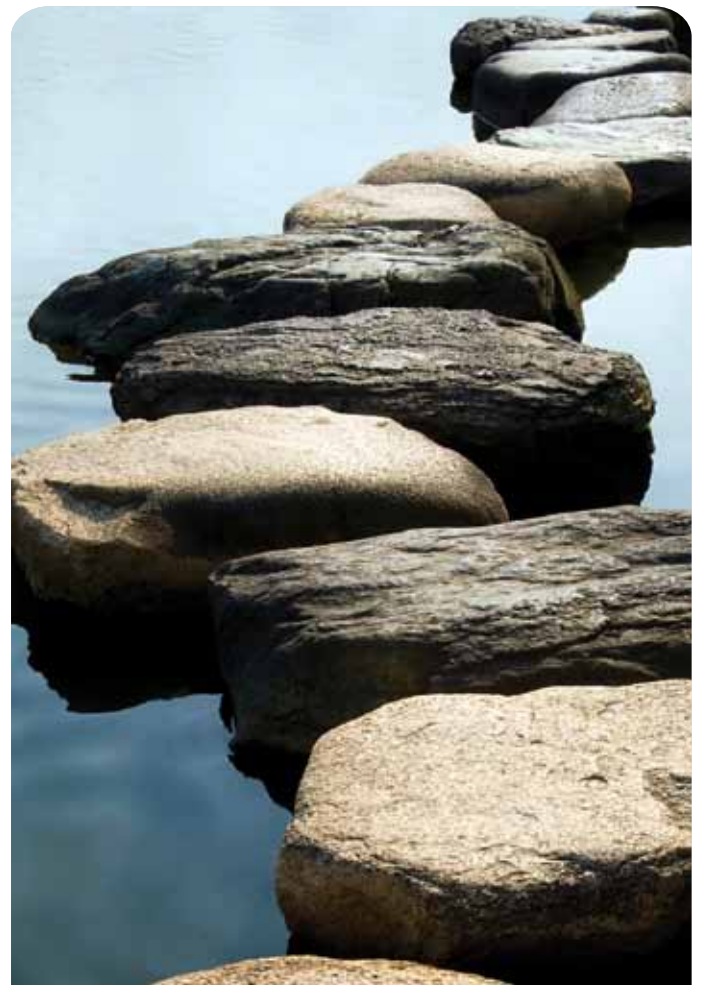
“Our rapid growth, which came through a mixture of acquisitions and organic growth, meant that we were a federated business, comprising lots of local organisations across 17 countries, and multiple products, with marketing done at field level under the control of local Managing Directors,” explains Tenwick. “We needed a seasoned, creative and business-focused Chief Marketing Officer to help develop the overall marketing and brand strategies for the group as a whole.”

It was a tough brief, but Harvey Nash helped StepStone find the ideal person for the job. Jim Cassidy is a commercial marketer with experience in companies ranging from British Leyland and Mars UK to J Walter Thompson and IBM. He has worked in Asia and the US as well as Europe.

Harvey Nash won the pitch against some of the top executive search firms that had previously recruited other board members for the company.

“We were very impressed with Harvey Nash’s proposal, and, in particular, with the way they intended to work with us, and their empathy with our requirements,” says Tenwick. “We weren’t disappointed. We worked directly with Nick Marsh, the Global Managing Director of Executive Search at Harvey Nash, and Principal Consultant Sarn Terry, throughout the search, during the appointment process and in the post-engagement period.”

Cassidy has made significant progress. “He has restructured and combined the different marketing functions, introduced more consistent metrics, brought in new people to the team and made internal promotions,” says Tenwick. “I am very happy with how it is all working out and very pleased with the job Harvey Nash did for us. The fact that we are now working with Harvey Nash Offshore too signals the beginning of a burgeoning relationship with the firm.”



- StepStone needed to recruit a heavyweight Chief Marketing Officer to create and run a centralised marketing operation for the global business.
- Harvey Nash won a competitive tender against big blue-chip competitors, based on its understanding of StepStone and its proposed way of working.
- Successful candidate Jim Cassidy, a highly-experienced international marketer, was an excellent fit with the company, combining top-level strategic experience with the ability to do the heavy lifting required of an operational role.

GLOUCESTERSHIRE HOSPITALS NHS FOUNDATION TRUST

“ These appointments have done a huge amount to improve the composition of our board. And Harvey Nash were very dedicated to the task ”

Dame Janet Trotter, Chair of Gloucestershire Hospitals NHS Foundation Trust

A HEALTHY BALANCE



- Gloucestershire Hospitals NHS Foundation Trust needed two new non-executive directors, but was disappointed by the response to local advertising and the use of a local search firm.
- It turned to Harvey Nash, which targeted business organisations and BME groups, and ran an innovative information evening for interested candidates, which attracted 90 people.
- Of the 113 applicants for the roles, seven were appointable, and the Trust decided to offer jobs to three of them. The appointments dramatically improved the composition of the board.

In the past, when Gloucestershire Hospitals NHS Foundation Trust needed to recruit new Non-Executive Directors it would advertise in the local press. But it became unimpressed by the calibre and diversity of the applicants, so it tried again using a small local headhunter. It was equally disappointed.

Last year Dame Janet Trotter, Chair of the Trust, realised that to get the right level of professionalism onto the board, the Trust would need a more professional approach to recruitment. Harvey Nash won a competitive tender because of “their energy, enthusiasm and understanding of what we were trying to achieve,” she says.

In addition to business groups, Harvey Nash also targeted Black and Minority Ethnic (BME) community groups, whose members might be less likely to respond to a typical recruitment advertisement for this sort of job. The firm also took the innovative step of running an information evening for interested candidates, fronted by Dame Janet, the Trust’s Chief Executive and Harvey Nash consultant Peter Reichwald. It attracted nearly 90 people from a range of different backgrounds and proved “a very useful exercise, generating great enthusiasm among the people who attended,” recalls Dame Janet. “And it certainly contributed to the 113 applications we received, which is unprecedented for a post like this.”

Out of the shortlist of eight, seven were appointable, and the Trust decided to appoint three non-executives, not two, and to stagger their joining dates.

One successful candidate is a young woman with children, who works as a quantity surveyor on big projects. “So not only does she have a good facility with numbers, but she reflects an increasingly important element of our patient base – we are also about to open a new women’s centre,” says Dame Janet. The second appointee was the recently retired Chief Executive of Nottingham City Council. The third was a young black British man, with a background in Human Resources, who now runs his own consultancy specialising in workplace dispute mediation.

“We are very happy with what Harvey Nash has achieved for us,” says Dame Janet. “These appointments have done a huge amount to improve the composition of our board. And Harvey Nash was very dedicated to the task. They were enthusiastic, they communicated well and we worked as a team.”

KRONANS DROGHANDEL

“The service they deliver is excellent, and they are fun to work with – which is very important in the high-pressure environment we are working in
Ninni Skagerfält, HR Director, Kronans Droghandel”

THE RIGHT CHEMISTRY



The pharmacy market in Sweden is being deregulated in order to increase the number of pharmacies and the products and services available to customers. Kronans Droghandel, an established distributor of pharmacy products, decided to take advantage of the new deregulated market and expand into retailing itself.

It is in the process of establishing a new company, which will also be headquartered in Stockholm and which, subject to government approval, should soon start trading. That means it will have had less than a year to staff up the new headquarters from scratch – and it has used Alumni, a Harvey Nash Group company to help it.

HR Director Ninni Skagerfält explains: “At the beginning there were just four of us on the project team to set up this new business – me, the Chief Executive, an IT Director and a Purchasing Director. We needed around 60 to 70 people in total, the majority of them senior executives, managers and specialists.”

Alumni had recently made a speculative approach, so Skagerfält included them in the competitive tender to handle the recruitment assignment. They won the tender based on their strong track record of handling similar work, their professionalism, their values (“they talked a lot about ‘service’, which is very important to us in the way we deal with our own customers”) and the chemistry between the principals on each side.

Skagerfält thought Alumni would have a difficult job recruiting for a company that didn’t yet exist, and whose existence was no means guaranteed. What’s more, all new recruits have to complete a six-month probation period.

“But Alumni managed to ‘sell’ the new business very successfully,” she says.

Overall, Alumni exceeded her expectations.

“They take their work very seriously, they deliver on their promises, they are a high-performing company staffed by high-performing individuals,” she says. “The service they deliver is excellent, and they are fun to work with – which is very important in the high-pressure environment we are working in.”

What’s more, Alumni challenge Skagerfält and her colleagues. “That’s a sign of their professionalism and it helps us to get the best out of them. They are forcing us to make the right choices. We work as a partnership rather than on a transactional basis,” she concludes.

- Swedish drugs distribution business Kronans Droghandel wanted to take advantage of the liberalisation of the pharmaceuticals industry in Sweden by expanding into the retail arena.
- It needed to recruit 60 to 70 executives and managers in less than a year, in order to staff the headquarters for the new company.
- With the help of Alumni, it is well on track with the recruitment exercise, despite the fact that the new company, which is due to start trading in January, remains subject to government approval.

SYMBIAN FOUNDATION

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It rapidly became clear that I had inherited a team of good professional recruiters who effectively behaved as an extension of the Symbian Foundation

Steve Warner, Human Resources Director, Symbian Foundation

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A STRONG FOUNDATION



In June 2008 Nokia Corporation, the world's biggest handset maker, announced that it was buying out the other stakeholders in the UK-based smartphone software firm Symbian Software Ltd. At the same time, the Finnish giant threw open Symbian's mobile device operating system for royalty-free use.

Nokia then joined forces with a range of other leading handset manufacturers and network operators to launch the not-for-profit Symbian Foundation. The new company would unite Symbian's operating system with software contributed by Nokia, NTT DOCOMO and Sony Ericsson and maintain it as one open-source mobile platform. Membership is open to all organisations.

When Steve Warner joined the Symbian Foundation in January 2009 as its first Human Resources Director there were no staff,

- When Nokia bought Symbian Software Ltd last year it set up the Symbian Foundation in collaboration with other handset manufacturers and network operators as a royalty-free open-source software platform for mobile phones.
- The Symbian Foundation needed to rapidly recruit 110 people across the technical, marketing and operations functions in the UK, the US and Finland, and it appointed Harvey Nash to act as its recruitment team.
- The Harvey Nash team quickly got under the skin of the Foundation, acting as an extension of the company and successfully recruiting tens of key staff by the time its contract ended in September.

other than a project team. However, the decision had already been made to appoint Harvey Nash to act as the recruitment function for the new organisation, with a brief to appoint 110 staff across the technical, marketing and operations functions in the UK, the US and Finland.

“Clearly, I had to be comfortable with Harvey Nash before I rubber-stamped the appointment,” says Warner. “Once I met them it rapidly became clear that I had inherited a team of good professional recruiters who effectively behaved as an extension of the Symbian Foundation.”

By May the headcount had reached 63 people, and by the end of September, when the contract terminated, it had risen to 94.

“We have broken the back of recruitment, and Harvey Nash will remain a key supplier. I was very pleased with the job they did.”

In particular, Warner was impressed with the ability of the Harvey Nash team to understand and act in accordance with the very consultative and collaborative nature of the Symbian Foundation.

“They networked very well with the partner companies, including via online social networking,” he says. “The team was also very flexible and able to change its focus when required.”

He explains: “We had a TUPE situation at the beginning, because we were transferring people across from Nokia, so we had to freeze recruitment until we were sure we had transferred the right jobs. That was a very fluid period and Harvey Nash adapted to it very well.”

LEONARD CHESHIRE DISABILITY

“

I don't believe we could we have found this calibre of person without professional support

Patrick Salmon, Trustee and Chair of the selection panel, Leonard Cheshire Disability

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REACHING OUT

Charity Leonard Cheshire Disability is going through a period of transformation as it restructures and reorganises itself to better meet the challenges of the current economic climate and be more responsive to the needs of the people it was set up to help.

As part of the changes it appointed a new Chief Executive from the commercial sector in October 2008. Around the same time it started to think about the kind of person it needed to replace its Chairman, who was approaching retirement.

“We needed someone who could help, support and guide the new Chief Executive, and who, at a time of significant change, could act as an effective interface between the trustees and the senior management group,” says Patrick Salmon, Trustee and Chair of the selection panel at the charity.

“The new person would also have to be a strong ambassador for Leonard Cheshire, and feel comfortable representing us in top commercial and government circles. Our ideal candidate would have both commercial and third-sector experience to reflect the nature of the challenge at Leonard Cheshire Disability, as well as having acted as Chairman of another board.”

It was a very tall order, as he admits, and the charity appointed Harvey Nash to help.

The firm came up with an impressively diverse longlist, from which the selection panel chose an initial shortlist of five, who represented the whole range of diversity. The successful candidate met the required specification perfectly.

Salmon explains: “I don't believe we could we have found this calibre of person without professional support. Moreover, Harvey Nash did what they said they would, and when they said they would do it. I was very pleasantly surprised as I have had less than happy experiences with headhunters in the past – promises made but not kept.”

Harvey Nash is now helping Leonard Cheshire Disability recruit another trustee, and with a number of management appointments designed to help the charity adapt to the increasingly competitive marketplace.

“It's about bringing in different skills for different times,” concludes Salmon.



- To help it ride a period of considerable change, Leonard Cheshire Disability needed a new Chairman who married commercial and not-for-profit experience and who brought diversity to the board of trustees.
- It turned to Harvey Nash, who helped it frame a candidate specification and used advertising and its own networks to target appropriate potential candidates.
- The successful candidate met nearly all Leonard Cheshire's criteria, and the charity is so pleased with the assignment that it is now using Harvey Nash to search for another trustee and to fill a number of management posts.

DIGNITY FUNERALS



Using a top agency lends credibility and reassurance to candidates that we are a reputable organisation....In the end we were spoilt for choice, which I believe is the best measure of Harvey Nash's success

Richard Portman, Corporate Services Director, Dignity plc



A NEW DEPARTURE



- When it needed to recruit a new General Manager, Manufacturing to head up its coffin-making business, Dignity broke with tradition and turned to a professional headhunter to help.
- Dignity knew the competencies it required, but needed advice and guidance on the market, salary expectations, where and how to advertise for what was a highly specialist role.
- An advertisement placed by Harvey Nash in the national press solicited hundreds of responses, including two appointable candidates.

The funeral business is based on providing the very best service to clients at a difficult time in their lives. If a client can't get a coffin in the right style, the right wood and the right quality, they can't really afford to wait until one comes in. So when the General Manager, Manufacturing was coming up to retirement last year, and there was no obvious internal successor, funeral company Dignity hired professional search consultants to ensure it filled the critically important post with someone of the highest calibre.

Dignity is the UK's largest specialist provider of funeral-related services. Based in Sutton Coldfield, West Midlands, the company owns 544 funeral branches and operates 30 crematoria across the country. It also employs 45 people in its factory in Yorkshire, which turns out approximately 65,000 coffins a year.

"One of the most difficult aspects of coffin manufacture is the logistics of delivery – getting the right coffin in the right place at the right time," says Corporate Services Director Richard Portman. "We are a service organisation, and the reason we manufacture the coffins ourselves is to ensure security and quality of supply so we can meet the expectations of our clients. It gives us more control and it is, ultimately, more cost effective."

He continues: "We looked to Harvey Nash for advice and guidance on the market, salary expectations, where to advertise, how to structure the advertisement and so on. We knew the competencies we were looking for, but we needed help with how to best present those to potential candidates in order to get the best response."

What's more, adds Portman, "Using a top agency lends credibility and reassurance to candidates that we are a reputable organisation."

Harvey Nash whittled down hundreds of applications for the job to a shortlist of five. Dignity interviewed four of them – two of whom were appointable, says Portman – and the successful candidate joined in June 2008.

"The interview process was quite rigorous," says Portman, "but we needed to be sure of the competency of the potential candidates before we appointed anyone. In the end we were spoilt for choice, which I believe is the best measure of Harvey Nash's success."

TATA TECHNOLOGIES

“ Steve Corbett had a level of expertise, maturity and professionalism in IT recruitment that we had not previously encountered, and he has been a consistent and dedicated presence throughout
Alisa Job, Associate Manager, Human Resources, European Lead Recruitment, Tata Technologies

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BRINGING IN THE CLONES



Last year Tata Technologies won a tender to handle a huge IT migration. It was a high-risk, high-profile project, and Tata Technologies had to quickly ramp up its recruitment capability in order to identify and hire large numbers of IT experts. The company also needed to ensure the migration was performed to a very high standard and within exacting time frames.

“We faced a huge mountain at the start of this project,” says Alisa Job, Associate Manager, Human Resources, and European Lead, Recruitment, at the company.

“During the first phase we required a large number of business analysts. Our database was full of engineers, our budgets were tight and we lacked the in-house capacity to quickly scale up. We needed experts in rapid-response recruitment to work in partnership with us.”

There were several recruitment consultancies involved in the process, but Harvey Nash quickly emerged as the lead vendor, says Job, because of its reputation and brand strength, its international presence, the quality of the facilities and services it offers, and “the outstanding account management skills” of consultant Steve Corbett.

She explains: “Steve had a level of expertise, maturity and professionalism in IT recruitment that we had not previously encountered, and he has been a consistent and dedicated presence throughout. He is very tough and honest, and tenacious in delivering the calibre of candidates he knows we need.”

As a result, progress on the IT migration has been “substantial,” says Job.

The partnership approach and the quality of service Harvey Nash delivered resulted in the firm gravitating from the role of recruitment partner to trusted adviser and professional services partner.

“Yes, they operate a seamless and collaborative recruitment service line, but what really impressed me was how they leverage other service lines to provide innovative solutions in support of our business,” says Job.

And, concludes David Myers, European COO of Tata Technologies, “we expect Harvey Nash will be a major player in other areas of support.”

- Tata Technologies had to rapidly scale up its recruitment capability last year in order to handle a high-risk, high-profile IT migration – and within tight budgets and deadlines. It turned to Harvey Nash for help.
- Harvey Nash helped the team find essential IT specialists, while coaching them through the process of increasing their recruitment capability.
- Harvey Nash’s role has evolved from recruitment partner to trusted adviser and professional services partner, as Tata Technologies, impressed by its dedication and service, has extended the range of work it has asked it to do.

THE BIG LOTTERY FUND

“We were so delighted with the calibre of the candidate and the shortlist, and with the service Harvey Nash provided, that when we needed to recruit for a second time we had no hesitation in turning to them again”

Ceri Doyle, Director for the Big Lottery Fund in Wales

STRIKING LUCKY



In 2007 Ceri Doyle, Director for the Big Lottery Fund in Wales, restructured the organisation, creating two Deputy Director roles. One they filled internally; the other they sought to fill through their own normal recruitment procedures, principally by advertising in the Welsh press. But they failed.

“It was an attractive role, but we were disappointed with the calibre of people we attracted, so we called in Harvey Nash for specialist help,” says Doyle.

“They listened, they responded, they challenged us in a very tactful way and they fed back what others were telling them about us, both good and bad. They were very aware of team dynamics too.”

The approach yielded results. The Big Lottery Fund appointed a very senior individual with a breadth of experience, who hadn’t been actively looking for a new role.

“We were so delighted with the calibre of the candidate and the shortlist, and with the service Harvey Nash provided, that when we needed to recruit for a second time, this time for a senior manager position, we had no hesitation in turning to them again.”

Four of the six candidates who went to final interview were appointable, says Doyle, but the successful candidate was “a perfect match.” He also happened to be an unsuccessful candidate for the Deputy Director job – and it is testimony to the consideration, respect and constructive feedback that Harvey

Nash gave him the first time round that he remained interested in working for the Big Lottery Fund.

Indeed, says Doyle, the three other ‘appointable’ candidates for his job have said they want to keep in touch with the company. “So as well as making two ideal appointments, we also have some very strong potential candidates for future roles,” she says.

Doyle has been so impressed with Harvey Nash that she has recommended them both to the rest of the Big Lottery Fund group and to other organisations in Wales.

“I don’t make such recommendations lightly, because my reputation is at stake,” she says.

- When its normal recruitment process failed to deliver the right calibre of candidate for a new Deputy Director role, the Big Lottery Fund in Wales decided to call in the experts.
- Harvey Nash listened to what the organisation thought it needed, responded and tactfully challenged them, before conducting a nationwide search that led to the appointment of an ideal candidate.
- The Big Lottery Fund was so impressed with the quality of candidates and the service, that it used Harvey Nash to recruit for a second role. The search yielded three potential candidates for future roles.

SKYSCANNER

“

The value in using Harvey Nash is the people they don't put through to us. They focus on quality rather than quantity, so we know that everyone we see will be excellent

Bonamy Grimes, Co-Founder and Product Director, Skyscanner

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REACHING FOR THE SKY

Search engine technology company Skyscanner has come a long way since it was founded in Edinburgh in 2001. Three IT professionals with a vision – to revolutionise the way people search online for flights – have become a team with a mission to show every commercial flight in the world. They focus on being usable, fast and authoritative, and with the backing of Scottish Equity Partners and over seven million visitors per month, they are well on the way to realising their ambition to become the leading online resource for travel information.

Last year the company experienced rapid growth – but one of the pains of growing was its realisation that technology experts don't necessarily make the best managers. It therefore looked to augment Skyscanner's technology focus with people and project management skills brought in from the outside.

“Getting the right people is critical to the successful growth of a business like ours,” says Bonamy Grimes, Co-Founder and Product Director of Skyscanner.

Grimes and his co-founders put a lot of effort into ensuring they get the right people, putting all candidates through a rigorous and extensive interviewing process. And they use Harvey Nash in Scotland to help them.

“The value in using Harvey Nash is the people they don't put through to us,” says Grimes. “They focus on quality rather than quantity, so we know that everyone we see will be excellent.”

Earlier this year, Harvey Nash helped Skyscanner recruit a Project Manager. The successful candidate was quite different from the individual Grimes expected to recruit – largely due to the input of Rhona Hutchon, Director of Harvey Nash Scotland.

“Rhona listens very carefully to what we think we want, but her knowledge of the market allows her to challenge our thinking,” says Grimes. “Because of the recession there were lots of project managers out on the market, but we identified exactly what we needed. The person we recruited was older, calmer and more methodical than the rest us, creating a better balance.”

Skyscanner and Harvey Nash work in partnership, says Grimes. “Rhona knows everyone, is a powerful ambassador and continuously identifies people she thinks we should meet. That represents real added value.”



- Fast-growing company Skyscanner needed to augment its technology focus with project and people management skills.
- Harvey Nash's deep knowledge of technology recruitment, coupled with its focus on quality, has helped Skyscanner identify some real stars in a market where supply outstrips demand.
- The relationship between Skyscanner and Harvey Nash is a partnership that delivers far greater added value to Skyscanner than a purely transactional arrangement.

TRELLEBORG

“

We have chosen to build a partnership [with Harvey Nash], which means that we have to be open and transparent with them, sharing information and development plans. That means you can save time on the basics later on, which makes for a smoother process

Patrik Romberg, Vice-President, Human Resources, Trelleborg Engineering Systems

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THE BENEFITS OF PARTNERSHIP



- When Patrik Romberg joined Trelleborg as VP, HR of its Engineering Systems division, he decided to improve the company's leadership and management capability by assessing all existing and potential managers against a leadership blueprint.
- Trelleborg already had a successful relationship with Alumni, and decided to exploit the global reach of Alumni's parent firm Harvey Nash by using it to assess and recruit staff in all its territories, starting with the Trelleborg Offshore business.
- The broader and deeper nature of the work Harvey Nash now does with Trelleborg has cemented a partnership between the two organisations, resulting in a smoother and more successful recruitment process and improved leadership and management capability.

When Patrik Romberg joined global industrial company Trelleborg as Vice-President, Human Resources, of its Engineering Systems division, he decided to improve the company's leadership and management capability by assessing and developing all existing and potential managers against a leadership blueprint.

Because the company, which has its headquarters in Sweden, already had a successful relationship with Alumni, the leading executive search and strategic HR consultancy in the Nordics, it decided to exploit the global reach of Alumni's parent firm Harvey Nash by using it to assess and recruit staff in all its territories, starting with the Trelleborg Offshore business, which provides industrial solutions for the offshore industry.

The process has worked well for the past three years, says Alan Wilson, President of Trelleborg Offshore.

“Having this leadership and management profile for the company against which Alumni and other Harvey Nash businesses can assess and recruit staff, minimises the risk of either side making the wrong decision when it comes to recruitment,” says Wilson. “And in both recruitment and assessment, the process makes individuals feel valued and that Trelleborg Offshore is a serious company. For existing managers, the analysis that takes place as a result of the assessment process often makes them more aware of why they have felt uncomfortable in a certain role, and what they could do to change that.”

Harvey Nash have done four recent searches for Trelleborg Offshore in the US, including a new President, a new Chief Financial Officer and a new Vice-President of Human Resources in Houston, and a Sales Manager in Boston.

“Using Harvey Nash to do both the headhunting and the assessment is faster and more efficient than using two different organisations,” says Wilson. “And because Harvey Nash know us so well, they are well placed to find the kind of people who will fit our culture and expectations and management style.”

The relationship between Harvey Nash and Trelleborg is strategic as well as transactional, says Romberg. “We have chosen to build a partnership, which means that we have to be open and transparent with them, sharing information and development plans. That means you can save time on the basics later on, which makes for a smoother process.”

AVIANCE UK

“

Sheelagh exceeded my expectations of what I thought she would be able to achieve in a year, and the value she brought went far beyond her original HR and change remit

Patrick Verwer, Chief Executive, Aviance UK

”

BAGGAGE HANDLER



When Patrick Verwer joined airport ground-handling business Aviance UK as Chief Executive in November 2007 he quickly discovered that its financial situation was worse than he had been led to believe. As he delved deeper he also unearthed a lack of management competence, including in Human Resources. The company was also being held to ransom by the trade unions.

His initial plan to reverse the losses expanded into a major turnaround programme designed to save £6 million in a year. To do this, he would need to make dramatic improvements in a number of areas, including labour efficiencies.

Knowing that Aviance UK could only survive if it restructured and changed its culture, Verwer brought in a Change Director on an interim basis. By the time Impact Executives interim director Sheelagh Grime joined in May 2008, the Head of HR had resigned, leaving her with a blank sheet of paper.

Her remit was four-fold: to co-ordinate the restructuring, build a high-calibre HR function, conduct a pay review with the trade unions and renegotiate and harmonise 15 different sets of employee relations policies.

Grime was well qualified to handle the task. A professional interim for ten years, she has a strong industrial relations background and specialises in change assignments where she has to challenge the status quo. She quickly set about building a professional service-oriented HR department, but it was her work with the trade unions that will be key to the turnaround of Aviance, says Verwer:

“She turned them round through perseverance and an honest, open and consistent approach. But she took no prisoners.”

With Grime’s help, Aviance UK exceeded its £6 million savings target by regaining control of the businesses, shedding staff and effecting a major culture change.

Verwer is a seasoned user of interim executives, but, he admits: “Sheelagh exceeded my expectations of what I thought she would be able to achieve in a year, and the value she brought went far beyond her original HR and change remit. She has the ability to crawl right across the business and spot things that are wrong – whether in finance or operations or team dynamics or whatever.”

- On joining Aviance UK Chief Executive Patrick Verwer unearthed a can of worms, including a massive financial deficit, poor management and dominant unions. Only a major restructuring and culture change could save the business and he turned to Impact Executives for help.
- Seasoned interim executive Sheelagh Grime joined as Interim Change Director, and set about co-ordinating the restructuring, building a high-calibre HR function, taking control of the unions and changing the culture.
- Aviance exceeded its £6 millions savings target, but Verwer credits Grime’s work with the unions as being key to the turnaround of the business.

UNISYS SWITZERLAND

“

I am happy to challenge Harvey Nash with every resource need I have

Manfred Graunke, Country Procurement Manager, Unisys Switzerland

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A MORE MEANINGFUL RELATIONSHIP



A proactive approach last year by Harvey Nash to Manfred Graunke, Country Procurement Manager for Unisys in Switzerland, led to the transformation of a ten-year transactional relationship into a much closer collaborative partnership.

Graunke is in charge of recruiting contractors to support client projects – in particular IT outsourcing projects. Many of these require Unisys people to work on client sites across Switzerland for between three and five years. As well as needing a long-term perspective and familiarity with international environments, the contractors also need the right cultural fit with Unisys, as they are ‘the face’ of the company in client organisations.

While Harvey Nash had always sent Graunke CVs that matched his requirements, once he met them face-to-face he became much more aware of their strengths and confident in their ability to meet all his requirements.

- Until recently the relationship between Harvey Nash and Unisys Switzerland was purely transactional.
- A proactive approach by Harvey Nash convinced the Country Procurement Manager of its ability to satisfy most of his recruitment requirements on an excellent commercial basis.
- The quality of contractors, the level of service and the commercial terms Harvey Nash delivers means the relationship between it and Unisys has become an increasingly productive partnership.

“From then on I was happy to challenge them with every resource need I had,” he recalls.

Harvey Nash’s approach was serendipitous, as Graunke was seeking to reduce the number of suppliers he worked with.

He explains: “There are lots of suppliers here in Switzerland and I prefer to do more business with fewer of them on better commercial terms. The fact that Harvey Nash can handle all our requirements is a real benefit to me. But the firm also really understands our business, unlike some of the other suppliers we use. There is a higher match rate between the CVs they send and the job requirements, and they have viable candidates for nearly all our vacancies. I have dropped other suppliers because they never came up with the right people.”

Harvey Nash is also very customer-oriented, he continues. “They have very short decision-making lines. If I want to modify a contract, I can do it quickly without them having to consult lots of different people. They also cope well with our flexible contract models rather than seeking to impose their own contracts. They are very accessible too, and having a single point of contact is very important to me given the pressures on my time. We get a great service at a good commercial rate.”

The success of the new partnership is evident in the revenue accruing to Harvey Nash. In the first nine months of 2009 Unisys Switzerland had already given Harvey Nash four times the amount of business it put its way in 2008.

COGNITA

“

All credit to Harvey Nash for fielding such a strong group of candidates, and for helping us realise the value that someone of Nicole's calibre could add to this business.

Tim Ottridge, Managing Director, Cognita

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A LEARNING CURVE

Cognita owns and manages over 50 independent schools, mainly in the UK. The schools range in size from the very small – around 80 children – to the very large – over 1000 pupils – and provide a mix of nursery, primary and secondary education.

The early stages of Cognita's UK business development focused, very successfully, on growth through acquiring new schools. But when Tim Ottridge joined as UK Managing Director in January 2008, he recognised the need to inject specialist strategic and tactical marketing expertise into the company to help it meet its organic growth objectives.

It was an enlightened view. Few schools see marketing as a priority, and even fewer employ anyone with serious marketing credentials. But, thanks to Harvey Nash, Cognita wound up employing someone with more serious marketing credentials than even they had anticipated.

“It wasn't a difficult brief,” recalls Ottridge. “We weren't looking for specific sector experience – although the successful candidate needed to have a strong empathy with the sector. More important to us was high-level multi-site marketing and business experience, along with a track record of delivering growth through strategic marketing initiatives and tactical marketing support. The role itself was a traditional marketing role – albeit a fairly unique role in education.”

Harvey Nash fielded a shortlist of six very strong candidates with a broad array of different backgrounds. But Nicole Louis stood out. A classical marketer with a background in companies including Orange, Camelot and Sotheby's, Louis is also passionate about the power of education to improve people's lives.

Louis took up the post in January, since when she has led some important and pioneering projects - including working with external consultants to develop a UK-based nursery growth strategy, and helping individual schools to adapt it for their needs.

She also provided high-level marketing support for some major development projects in specific schools, and drove a major group-wide web development project.

Ottridge concludes: “All credit to Harvey Nash for fielding such a strong group of candidates, and for helping us realise the value that someone of Nicole's calibre could add to this business.”



- Cognita needed a heavyweight marketing professional to help it attract more pupils in a challenging economic climate.
- Harvey Nash fielded a strong group of candidates, and helped persuade Cognita of the value a particularly well-qualified individual could add to the business.
- The successful candidate has helped Cognita's board to develop a more focused proposition for the UK business.

NICE SYSTEMS

“

It all happened very quickly, because of the knowledge Harvey Nash had of us based on our long-term relationship

Tamir Ginat, President EMEA, NICE Systems

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TRIED AND TRUSTED



Technology company NICE Systems had enjoyed a long-term relationship with Harvey Nash, and had always been delighted with the quality of candidates it fielded. But when it needed to very quickly find a new Vice-President UK, Ireland and Nordics recently, it thought it might be able to save time by going straight to the market.

Tamir Ginat, President EMEA, explains: “To be honest, we thought this time round the search would be relatively easy. We needed a replacement for the previous incumbent, who went back to Israel. I assumed that good candidates would be out and about looking for jobs, and that all we needed to do was hook them in.”

However, although there appeared to be plenty of suitably-qualified candidates in the marketplace, on closer inspection their cultural fit with the firm was poor, and Ginat turned back to trusted adviser Harvey Nash to do a retained search.

“Part of the issue was that we were in transition from being a tools to an enterprise applications vendor, so we needed a different type of person from the one who previously held the role,” says Ginat. “I needed someone who could operate successfully at a high level in a quite a challenging, direct and fast-paced environment, and whom I could work with, trust and rely on totally. [Harvey Nash consultant] Kirti Lad helped us to pinpoint precisely the kind of qualities, experience – and, crucially, cultural fit – that we needed.”

The successful candidate would come from an enterprise applications vendor background, with the ability to grow a sales

team in a flat market.

“I wanted the reassurance of a long list,” recalls Ginat. “Harvey Nash drew one up, and the candidates, who met all our criteria, were all first class. Any of them could have done the job. They were in a totally different league from the candidates that we generated ourselves. They had the right experience and expertise, and, most important, the right cultural fit with both the company and the team.”

Within less than two months of briefing Harvey Nash, Ginat and his team had interviewed the long list and drawn up a shortlist. The successful candidate started soon afterwards and is performing very well.

“It all happened very quickly, because of the knowledge Harvey Nash had of us based on our long-term relationship,” says Ginat.

- Because of time pressures, NICE Systems decided to try to recruit a new Vice-President by going directly to the marketplace.
- However, the candidates it fielded had poor cultural fit with the organisation, and NICE Systems returned to tried and trusted long-term adviser Harvey Nash.
- Harvey Nash fielded an excellent long list of highly capable and culturally compatible individuals, and Ginat had no trouble appointing a successful candidate.

NICOLE LOUIS

“Harvey Nash clearly put a lot of thought into compiling a long list, based on candidates’ cultural fit”
Nicole Louis, Marketing Director, Cognita

”

CULTURE VULTURES

In Nicole Louis’ eyes, the thing that distinguishes Harvey Nash from other search firms is its sensitivity to the cultural fit between candidates and a prospective role.

“Any candidate can do a very good job at selling themselves against a specific brief – but the recruiter needs to look beyond that,” says Louis, Marketing Director of independent schools group Cognita. “Unfortunately, they don’t always do that. In the past I’ve had jobs that were wrong for me, and I got them through top headhunters who rushed me through the process in their efforts to get their fee.”

The first time Harvey Nash approached Louis with a potential job they ended up advising her against pursuing it. She was disappointed, but soon realised she had a lucky escape: “All credit to Nick [Marsh, Managing Director of Executive Search at Harvey Nash] for not putting me forward for that role.”

She joined Camelot as Marketing Controller for the National Lottery, moved to Orange as Head of Brand Marketing and then became Marketing Director for Europe and Asia at Sotheby’s. In summer 2008 she started to think about moving again, and noticed the advertisement for her current role on Harvey Nash’s live job-alert feed on its website.

“It was positioned as a ‘professional services’ job – they didn’t mention the specific sector,” she recalls. “That was quite clever, because if it had been positioned as ‘education’ it might have turned many marketers off.”

This careful positioning was an early sign of the professionalism, consideration and diligence that characterised Harvey Nash Director Anne Esler’s approach to finding the right person.

“She clearly put a lot of thought into compiling a long list, based on candidates’ cultural fit. I am genuinely interested in the sector, and was genuinely motivated to do the job, and Anne could see that. But she also believed that my experience at Sotheby’s, where I had to deal with lots of different academic experts, who weren’t very commercial, would stand me in good stead.”

Louis immediately felt “completely comfortable” in the organisation, but Esler was at pains to ensure her transition into the new role smooth. “I felt supported and nurtured all the way through the process,” concludes Louis.

- The first time Harvey Nash approached Nicole Louis with a job they thought she might be interested in, they persuaded her not to pursue it.
- Initially disappointed, she realised with hindsight that the cultural fit would have been quite wrong, and that she had a lucky escape.
- The effort the firm put into ensuring the right cultural fit between Louis and Cognita has paid off: both sides felt comfortable with each other from the start, and she is proving highly effective in the new role.

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