

# UPDATE

NEW & NOTEWORTHY DEVELOPMENTS AT THE PERFORMANCE-DRIVEN SEARCH FIRM

## Talent by the Numbers

Measurement-based approaches to talent management increasingly are being adopted by firms operating in the capital markets and investment banking sector. That's one of the findings of an important new study published by Thomson Financial's *IFR Market Intelligence* and authored by **Paul Aldrich**, a London-based Partner in the Financial Services Practice at CTPartners.

The report, entitled "Talent Portfolio Management: Leveraging Human Assets in Capital Markets and Investment Banking," includes extensive research and interviews conducted with senior executives at 22 leading firms in the capital markets sector. Mr. Aldrich conducted the interviews between 2001 and 2003, with follow-ups during 2007.

One major finding: "During these years, there was a significant move by the firms to become more quantitative and metrics-driven in their approach to managing people," notes Mr. Aldrich. "Additionally, firms are now integrating HR decisions with business strategic decisions in a way that was not the case earlier."

The capital markets sector is both talent-driven and dependent on large expenditures for human capital. Therefore, Mr. Aldrich says, it makes sense for firms to embrace a sophisticated, measurement-oriented talent management system. "Just looking at turnover figures or head count costs is not enough. One must drill down to a granular view. For example, is turnover taking place among less valuable employees or top producers?"

Notably, corporate talent assessment data is now finding its way into the boardroom and elsewhere. Mr. Aldrich reports, "One CEO reviews the firm's human capital statistics with stock analysts to build confidence in the sustainability of the firm's competitive advantage."



Paul Aldrich

## Latin American Expansion

In July, CTPartners made official its expansion into Latin America with the opening of offices in Bogotá, Colombia; Caracas, Venezuela; and Lima, Perú; as well as a regional headquarters in Miami, Florida. Longtime search professional **Nestor D'Angelo** joins the firm as the Latin American Managing Partner for CTPartners' 35-person Latin American team. Among the team's new Partners are **Jorge Caridad**, a Regional Managing Partner in Caracas, **Karin Brandes de Macias** and **Ricardo Nugent** in Lima, and **María Cristina Mejía** in Bogotá.

**Brian Sullivan**, Chairman and CEO of CTPartners, commented, "Two years ago, we committed to clients that we would make our firm the alternative to the search industry's oligopoly. Since that time, we have expanded to cover all major industry sectors throughout the U.S., Europe, Asia, and the Middle East — and now Latin America. Our fast pace of growth could not have succeeded without the exceptionally talented and experienced executives who have joined our firm. Our Latin American team meets that very high standard."

Highlighting the recent strength of the Latin American economies, Mr. D'Angelo noted that CTPartners' new presence in this region will help clients respond to that growth from all angles. He says, "We will bring our services to global firms developing business in Latin America and Latin American clients coming to do business in the U.S. We also will assist clients in developing the Hispanic market segment. We have the cultural connectivity and search expertise to serve our clients in all of these endeavors."



Nestor D'Angelo

## E-Retailing Expertise

Another example of CTPartners' unique commitment to crossing traditional industry boundaries in order to serve client needs most effectively is the firm's creation of an E-Retail team. This team is dedicated to helping retail and consumer businesses address challenges and opportunities presented by Internet commerce.

For many retailers, the e-commerce terrain is still relatively new and uncharted. Yet, mastering online commerce is a necessity for survival in today's ever-more-crowded retail space. In response to these demands, CTPartners' E-Retail team combines exceptional expertise from the firm's Retail and Technology, Media & Telecom groups.

Led by Retail Practice Partners **Jim DiFilippo** and **Dorothy Waldt**, and TMT Practice Principal **Marc Gasperino**, CTPartners' E-Retail team delivers superior talent to clients as they address the broad spectrum of e-commerce needs and related talent management issues. These include developing and upgrading e-commerce sites; harnessing the Web's marketing reach to drive companywide sales; data mining to capture customer information; and enhancing Web service and order fulfillment capabilities.



Jim DiFilippo



Dorothy Waldt



Marc Gasperino