

- **Tell me about yourself**

I am an innovative Chartered Accountant Professional with 20 years Banking experience - 7 of which had been as Executive Director and Chief Operating Officer for an International Bank in Uganda and Tanzania managing all aspects of IT, Domestic Operations, International Operations, Branch Operations, Service Quality, e-Banking support, Corporate Services, Card Centre and Security.

I am currently the Managing Partner for Antal International, Croydon Office where I Undertake "360" degree Marketing and Recruitment Strategic Direction for Banks / Other Financial Institutions, Finance, Risk Management, Audit, Internal Control, Compliance and Accounting Firms for EMEA and Asia.

I am equally the Managing Director / CEO for Global JIK Associates Limited where I provide strategic direction and vision for Internal and External Customers. Global JIK Associates Limited is responsible for ensuring complete Consulting Banking, Accounting, Bookkeeping, Taxation and Recruiting services to self employed individuals, small businesses and corporate Clients.

I am happily married to Mrs Ivy-ananda Imo Etuk and we are blessed with 2 girls and 2 boys whom I love so much. They are my world and life and I thank God for giving me such a wonderful family.

I love playing golf and I am a very good fan of Arsenal. While relaxing at home, I watch home videos. I like meeting people across the globe and I see every networking opportunity as a business opportunity.

I have passion for Developing Talents through training, coaching and mentoring.

Consistent with helping our clients and candidates build capacities across their respective institutions and disciplines, it gives me the pleasure to be a consultant to both sides with focus on:

- ✓ Bank / other Financial Institutions Recruitment
- ✓ Finance Recruitment
- ✓ Accountancy / Audit Recruitment
- ✓ Risk Management Recruitment
- ✓ Internal Control Recruitment
- ✓ Compliance/AML/KYC Recruitment amongst others.

- **Why did you decide to open a franchise?**

There are so many reasons to open a Franchise but key among them include:

1. The desire to work for myself and being my own Boss. The implication of this is that becoming a Franchise owner is a great way to avoid ever having to deal with a tough job market ever again. I open Franchise because it's a tried and tested business model.
2. It gives me an excitement about hard work. I am motivated and willing to put more time and energy into the business for the investment to pay off distinct from when you are in a paid employment where the employer dictates for you.
3. Business risk is mitigated as the experience of the Franchisor and the established systems for franchisees are there to guide and support me for optimal performance. For instance, ongoing training and support at Antal International is amazing.
4. Economy of scale is another reason for opening a Franchise Business. This is because the Franchisor (Antal International) usually negotiates lower prices for products and services needed to run my own Business.

- **Why did you choose recruitment?**

Setting up a Franchise Business is expensive, stressful and nerve-wracking. As a new Business, there is no guarantee of success therefore starting with an industry that is booming becomes highly imperative. Recruitment Business is a big business.

Last year the industry had a turnover of around £23 billion in the UK alone and Franchisors (where Antal International is one of them) are eager to grab their piece of it. So, I want to be part of those sharing the piece.

Furthermore, Recruitment Business affords me an opportunity not to derail from my areas of competence of Banking / Other Financial Services Institutions, Risk Management, Operations, Customer Service, Audit and Internal Controls, Compliance, KYC and Anti money Laundry.

Recruitment Business encompasses everything from temporary work to permanent boardroom positions through executive search, staffing and Head Hunting.

With good networking and my areas of coverage of EMEA and Asia for Banking and Financial Service, the return on investment (ROI) is guaranteed and quicker.

- **Why Antal?**

There are basically 3 categories of organizations worldwide: Those that make things happen. Those that sit and watch things happen and the last category: Those that wonder why things are happening.

I chose Antal International because it belongs to the first category "Make things happen"

Antal International from inception in 1993 by its Founder and CEO - Mr Tony Goodwin has made giant strides globally and it is still growing.

Aside the fact that Antal International is the leader in EMEA & Asia Executive Search & Selection, it has over 130 fully-staffed offices in 33 countries, recruiting talent in a range of industry sectors & skill functions. Since inception in 1993 Antal has placed executives in over 75 countries and offers staffing solutions from Retained Executive Search, Search & Selection to Contingent Recruitment in Permanent, Interim & Contract / Temporary staffing. What really attracted me to Antal International is the humility and resilience found in the Founder and by extension in its entire staff that is always ready and willing to support new Franchise owners to be able to stand on their feet and deliver great value to both clients and candidates.

- **Why you do what you do? What motivates you?**

I am motivated by challenges and I have the ability to effectively meet challenges, and have the flexibility and skills necessary to handle challenging jobs. Given my areas of expertise, I intend to use my:

- Leadership and people management skills, as the business transformation owner and the key individual tasked with definition and implementation of strategy, to manage and inspire people at the highest level,
- Communication and Influencing skills to manage multiple regions including widely diverging cultures to communicate, persuade and influence on each of those cultures.
- Change management skills to change the way and manner my team accepts and adapts to organizational changes, from a simple change of dealing with clients / candidates complaints to changes in organizational policy and strategy.

At the early stage of my career, I learned an important lesson from my first Boss who was my first supervisor and my most important mentor. He told me his secret to success was to "Look at each day as a new opportunity to be your very best. Set high goals, be honest, never say no, and work with people who share your passion for doing their best". I have always remembered that advice and try to live it every day. I am self motivated, determined and honest. I really love what I do and try to surround myself with people who share similar passions. I thrive on this kind of environment. I am lucky to have found such an environment in Antal International.

- **What is your main market?**

My main market is Africa with focus in Banking Institutions at Uganda, Tanzania, Nigeria, Ghana and Kenya and gradually extend my root to United Kingdom.

This is stemmed from the fact that I had worked in Africa for a while and have good network of friends and professionals.

- **What is the biggest challenge our industry faces now?**

1. Skill Shortage - This is one of the biggest challenges we are currently facing.
2. Talent Retention - Another severe challenge facing recruiters and employers is retaining their top talent.
3. Candidate lead environment - This shift in power to the candidate – they have the skills, employers have the requirements- meaning that the current approaches recruiters are utilising will cease to be as effective. The surge in options which are open to candidates will necessitate increased hiring speed and an overall improvement in the candidate experience. Employers and recruiters will need to accept the fact that if they fail to provide what their candidate is looking for, they risk losing them to someone else.
4. Compelling Offers Needed - This works in tandem with number three. Recruiters need to essentially relearn how to combat counter offers, and should make sure that their clients understand the market. This year is seeing a massive increase in sign on bonuses and exploding offers, and recruiters are going to have to accept that they might need to be a little more persuasive when negotiating salary with clients. Some companies will still be under the impression that they can get away with paying the same salaries,

without extra bonuses, and you, as recruiters, can't afford to be afraid to point out that they might need to put a little more on the table. This year is a candidate's market, and your clients need to recognise that.

5. Compliance and Legislation - ensuring 100% compliant with government regulation is very critical to our success.
6. Mobile Platforms - If your recruitment website isn't mobile friendly we're sorry but we can't help you. Buck your ideas up. However, for those recruiters who do have mobile responsive sites, the latest challenge will be ensuring that their application processes develop at a steady rate, encouraging candidates to register, upload CVs and apply for jobs over their mobile devices. In the future, more and more interactions will happen over mobile platforms, so recruiters need to start heading in the right direction.
7. Boomerang Hires - We're all familiar with the principle of a boomerang. You throw it, it comes back. In 2016, recruiters are going to find that some of their candidates become boomerang hires. 15% of all hires at major firms become primary sources, so it's worth keeping track of those hires who serve as an excellent resource. With temporary positions currently flourishing, maintaining the candidate experience and keeping communication open is going to be a big challenge with a very worthwhile pay off.
8. Retire the resume? OK, so this is probably the point which will be the most highly contested. It's the digital age, and with the need for quick hires, why are employers wasting time on outdated CVs? As 2016 goes in, the likelihood is that more and more firms will begin accepting online profiles such as LinkedIn for initial applications and referrals. Recruiters may, in some cases, be forced to drag their clients out of their usual ways, for the greater good of increased hiring speed.

- **How do you think is going to evolve during this year?**

Job sites, resumes database, and mobile applications have not always been part of the recruiter's arsenal. The recruitment market evolves at the same time as everyday's technology, and is today better known as the e-recruitment market.

From the 50's to the 80's the most popular recruitment media was the newspapers. In fact, more than 75% of candidates were sourced via newspapers adverts. The recruitment consultants in the 80's had only a phone and 3 tools to get the best talents; the local newspapers, the national

newspapers and the specialist job supplements. The interviews were face to face meetings, usually at the bar.

In the early 90's, the World Wide Web was born and it will significantly change the recruitment market. In fact, in the mid 90's the first on line job sites were launched. Recruitment became then e-recruitment. Recruiters had to change their habits and start recruiting online. They had to advertise jobs online while advertising their offers in a print magazine or newspapers. The first contact with the candidate was usually an email and then a talk on the phone.

In the 2000s the recruitment methods changed very fast given that only 6% of job seekers used the Internet in their job hunt in 2002 against 46% in 2003. Job boards are the recruiters preferred tool. Recruiters post their ads and buy resumes database access to get the best candidate. They became far more tech savvy, as print declined.

Today more than 97% of job seekers search their new career opportunities over the Internet. The Internet offers many ways for a recruiter to find the perfect candidate; they can advertise jobs online through job sites or their career websites. However the 2016 recruiter is hyper connected. Job boards are not enough to recruit a talent. Recruiters are socially everywhere connected by any means possible: 24/7. They use professional social media e.g. LinkedIn and regular social networks such as Twitter or even Facebook to find the best talent. We call it the social network recruitment.

What needed to be done now is to take advantage of these media and proactively search for passive candidates with a view to selling them as APCs to clients / prospective clients.

- **What differentiates you from other recruiters?**

What differentiates me from other recruiters are Genuine Interest, Reliability and Progressing my calls to both clients and candidates.

1. Being genuinely interested in the potential clients that we are calling. Our interest should be in tandem with their business strategy and how we may be able to add value to that.
2. We must ensure we are reliable. Merely doing what we said we were going to do would differentiate us from most of our competitors. If you don't like the "next action" that results from your call, that's probably because the prospect defined it, not you. The thing is, by not doing it you look even worse than you did before. So do it (because you agreed to) and learn the lesson for next time.

3. Progress your calls. From my Literature review, it was advised that: You should be looking at getting towards an outcome from each call, and with each call be moving the prospect closer to becoming a client. If 12 months or 24 months later they're no closer to being that, what have you actually achieved?

Look after your clients (and your candidates). Whenever I'm talking to successful recruiters and top billers they all seem to agree that good consultants become more successful by looking after their existing clients and their candidates.

One of the biggest mistakes we can make is to think: "I've got that client on-board now, I'll hand over the resourcing of it and most of the client contact and I'll focus on getting more business in."

As the market gets tougher and becomes more "candidate short" over the next year or so, existing candidates should be a great source of repeat or referral business. How many of you have even spoken to your old candidates since you last placed them? Remember, looking after your existing clients and candidates should be the easy part of your role, leading to enough repeat and referral business to hit your targets.

- **Conclusion:**

I am excited that Antal International has provided me and my team the right platform to deliver superlative performance to our Clients, Candidates and Prospects.

Thank you,

Imo Etuk

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