



Newsletter

e4e and Kimmel & Associates: High Standards & Attention to Detail

In Spring of 2011 the e4e partners were delighted to announce that North American based Kimmel & Associates had joined the network representing a major step forward in enlarging the footprint of e4e in terms of customer base, turnover and geographical spread.

Kimmel & Associates is one of North America's premier executive search firms in the area of supply chain management, freight forwarding, and logistics. The company is recognized for delivering high quality consultative senior-level executive search to clients ranging from the world's largest companies and private equity firms to smaller family owned enterprises. Clients include Fortune 500 manufacturers, freight forwarders, distributors, retailers, 3PL's and carriers – ground, air, rail and ocean – both in the United States and elsewhere. Serving the industry since 1981, Kimmel & Associates has successfully completed extensive numbers of searches and their personal touch and long-term relationships with clients makes them an excellent fit with the e4e ethos which focuses on the importance of relationship and attention to detail.

Kimmel & Associates was founded by Joe Kimmel, and his philosophy of giving and sharing has been the foundation on which the company has grown to one with a 95 strong work force. Joe's strong emphasis on ongoing learning and development has borne fruit, both internally where experienced consultants contribute to the in-house training program for new staff, and externally through philanthropic donations that include Western Carolina University to establish the Kimmel School of Construction Management, Technology and



Anne Kimmel

Engineering and to a scholarship program for promising students. Additionally, employees are encouraged to participate in donating time and energy toward many diverse charities, and often do so as a group on weekends.

e4e is delighted that Kimmel & Associates brings this high standard and attention to detail to the network which its international clients have come to expect. President of the company, Charlie Kimmel, believes that the importance that e4e places on integrity and service to the clients is well aligned with the company's mission and assists them in meeting their strategic goal of providing an international service to their clients.

Anne Kimmel is a Vice President and co-leader of the Logistics and Supply Chain Division at Kimmel & Associates and is the company's representative to e4e and the contact for international business. Anne specializes in



Charlie Kimmel

international and domestic freight forwarding and logistics and has taken time out to consider how the global economic crisis and the current difficulties being experienced in the US economy have affected the executive search sector in the US and the impacted on the company.

Anne acknowledges that while instabilities within the global economy and stock markets abound, Kimmel's International Freight Forwarding Group is having a record year in 2011. This division has been helping their established clients grow as well as working with more referrals and companies that have learned about them. Many of the hiring freezes put in place by their clients during 2009 loosened substantially during 2010 and that has continued throughout 2011. After cut backs were imposed, particularly in the area of sales and marketing, most of their clients are now seeking assistance in building new, more aggressive

teams throughout the US and beyond. Kimmel has also seen a growth in the importance of the Latin America Markets, especially in the energy sectors and TransPacific and TransAtlantic Ocean freight remain important areas of expansion.

Anne has identified that companies are much more careful about who they now hire, thus she and her team have been working harder and smarter for the same number of placements since 2008. And encouragingly, while some might consider this a negative, Anne believes that as a result, the placements currently being made are stronger than ever. They now typically set up more interviews between the candidate and the client for each placement. This allows the candidates to feel more secure in making their decision to change positions as they have a better understanding regarding the new company's culture and what the expectations of their new role will be. As additional people at the client company are meeting this potential new employee, more of the team are actively involved with assuring that the candidate is a successful hire for the company.

Anne and her colleagues have also been making concerted efforts with candidates, assisting them in illustrating their successes and achievements. While showing off a strong career path remains important, nowadays they stress the

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importance of illustrating a track record of saving money, making money and solving problems with a bottom line result. Being able to express in measurable terms what contributions they have made in the past is the only way to demonstrate to our clients what these candidates might achieve in the future. They stress to their Sales candidates (Global, Regional and Vertical Specific) that communicating the size and types of customers in their book of business is indicative of what they can do for clients as opposed to indicating which customers can be brought to a new company. More than ever, Kimmel and her colleagues remind clients there is no guarantee that a book of business will follow a candidate.

Anne explains that viable candidates are hesitant to make changes in uncertain times and because people are nervous about making changes in where they work and sometimes where they live, it's essential to present candidates with positions that offer strategic career growth. Kimmel & Associates strives to identify and understand candidates' motivation for change and to match them accordingly with the most appropriate of their clients. In this way they can be instrumental in guiding

candidates into placements where their contributions make an impact with clients and candidates feel appropriately challenged to grow as individuals and in their careers.

It is more difficult now to move good people to smaller entrepreneurial companies because they perceive a lack of security. Candidates often have a higher expectation for compensation because of the potential risks associated with making a change. This represents a challenge in creating viable hiring solutions regarding base salary, bonus potential (with viable KPIs) and benefits for our clients. Finding a good, long term fit for both candidates and clients is the only scenario that works for all concerned.

While international logistics has been regarded as somewhat recession proof, Anne acknowledges that business was down about 30% in 2009. Certainly compared to the construction industry which represents much of Kimmel & Associates' business, International Freight Forwarding and Logistics has been comparatively insulated. The company was able to diversify with industries related to worldwide trade and certainly, though the players and the

modes of transportation may change, trade will continue worldwide. They have sought to protect themselves a bit by expanding into 3PL and Maritime companies, for example. In the last couple of years, Kimmel & Associates merged two groups, combining their Freight Forwarding data bank with their Supply Chain data bank. This has brought further synergies to an already well established and successful part of Kimmel & Associates.

Additionally, they are servicing clients by providing more C level (COO, CFO, CEO) searches and have succeeded in increasing their expertise and reputation in this area as a number of "call in" searches are now C-Level.

Anne & her colleagues have also identified some of the changes both positive and negative that have come to executive search as a result of economic uncertainty and agree that the need to improve gross margin resulted in

seeing a wave of requests for strong procurement candidates. They have identified a change in Freight Forwarders from a more decentralized infrastructure, where ocean and air prices were negotiated on a regional level to a more centralized procurement infrastructure. Procurement is the big differentiator and they have been challenged to find good procurement candidates.

Anne believes that it is too early to say what the result of the current economic difficulties will be. Certainly, International transportation tends to feel such economic impact later than many industries. She acknowledges that volumes will likely oscillate linked to worldwide economics. Using 2009 as a benchmark, Kimmel & Associates are prepared for challenging years, but continue to make strong placements across the logistics field and, with the collaboration of the e4e network, across the world.



Charlie Kimmel and Anne Kimmel

Experts for Experts Far East Expands

e4e's Hong Kong partner **Experts for Experts (Far East) Limited** is pleased to announce that Mr Detlef Schmeelke has joined the company as Consultant. Experts for Experts (Far East) was founded by Mongia Magill in Hong Kong in 2007 and combines a multi-national, multi-cultural team with decades' wisdom and knowledge of the logistics industry. The company provides tailor-made and highly personalized services of support, candidate search, assessment and recommendation for clients.

Detlef joins Experts for Experts (Far East) with over 35 years of professional experience in the international freight forwarding and logistics industry. He began his career in Hamburg, Germany and followed that with 10 years working in the U.K. as a Managing Director focusing on the international project and heavy lift transport business.

Relocating to Asia in 1990 Detlef spent 4 years in Singapore, as Regional Managing Director for Geodis in South East Asia followed by 8 years in Hong Kong, also for

Geodis, as Regional Managing Director for Asia-Pacific.

For the past 6 years, Detlef, worked as the Managing Director for Hong Kong, South China and Taiwan for Logwin Air & Ocean.

The expertise he brings to Experts for Experts (Far East) includes the establishment of operating companies and organizations in the region and the successful development and operation of supply chain solutions across multiple platforms in various countries including China and India.

Speaking at the announcement Mrs Mongia Magill founder of Experts for Experts (Far East) said; "Detlef was my client for many years. A very demanding one too! He taught me tact when patience ran out. Yet, his sense of fairness, his decisiveness and respect for his employees have always prevailed. When his thoughts turned to considering retirement, I offered him 'jokingly' to consider using his skills and knowledge from the other angle, I am delighted to have Detlef on board."