



ALEXANDER & KROL  
EXECUTIVE SEARCH

# The War For Talent in the Silicon Valley (and Everywhere Else)

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Managing Partner

Alexander & Krol Executive Search, LLC

2014 Eastern and Central European  
Software Development Conference

*October 2014*

*Moscow, Russia*

# Alexander & Krol Executive Search



## Natasha Mantle

*Managing Partner*

*Alexander & Krol Executive Search*

Natasha Mantle is a Managing Partner at Alexander & Krol, Silicon Valley-based Executive Search firm specializing in the US and Eastern European Technology Markets.

Prior to that, she was a Senior Client Partner with Korn/Ferry International's Global Technology Market.

She has more than twenty years of experience in the development and application of information technology. Her clients include companies like Google, Yandex, HP, Gracenote/SONY, RetailNext, Zynga and others.

Most recently, Ms. Mantle led overall marketing efforts for several start-up and medium-size Silicon Valley software companies, including Evoke Software (now Informatica) and eMotion (now Corbis).

Previously, Ms. Mantle was a Founding Member and Vice President of Advanced Information Strategies for the META Group (now Gartner) where she was instrumental in establishing company's subsidiaries throughout Europe, South Africa and Asia Pacific.

Prior to Gartner, Ms. Mantle managed advanced technologies for John Hancock Financial Services in Boston, MA.

She began her career as a Marketing Officer in the Department of Foreign Affairs and Trade in St. Petersburg, Russia.

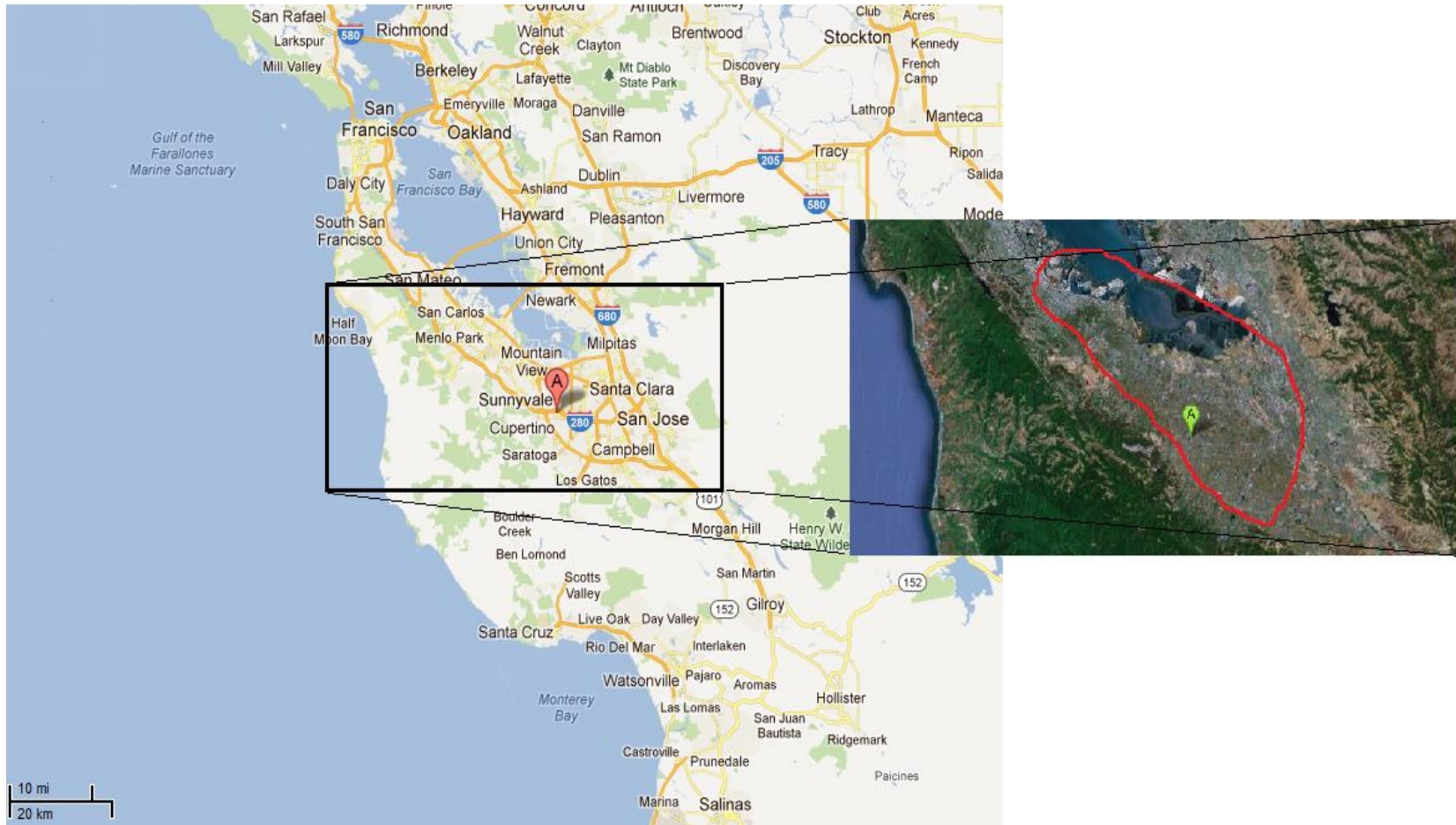
Ms. Mantle has served on the technical Advisory Board for American Express, AmBAR and SVOD Executive Committees.

Ms. Mantle has been an active member of the world-wide Russian-speaking community, fostering cross-cultural ties among entrepreneurs. She has one of the largest talent databases in this area.

# Agenda

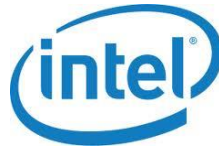
- **Competing for Talent in the Silicon Valley and Everywhere Else**
- **Establishing US Market Presence**
- **Brand YOU: Opportunities and Challenges**

# Silicon Valley Geography



# Hottest High-Tech Properties

ORACLE®



YAHOO!



Google™



TESLA



vmware®

facebook



salesforce®



A&K

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IBM



NETFLIX

# Crazy Growth Rates

- **Twitter:**
  - 2010 200 people
  - 2012 900 people
- **Facebook**
  - 2004 0 people
  - 2011 2,000 people
- **Google**
  - 2009 19,835 people
  - 2010 24,400 people 23% growth rate
  - 2011 32,467 people 33% growth rate

# CNN Startups to Watch

- **Airware (drones), SF, CA \***
- **Boxbee (storage), NYC**
- **Brck (Web access router), Kenya**
- **FiscalNote (Predictive analytics), DC**
- **Humin (mobile social net organizer), SF, CA \***
- **PlanetLabs (humanitarian satellites), SF, CA\***
- **Shyp (pickup packaging), SF, CA\***
- **Smart Vision Labs (eye exam), NYC**
- **uBiome (“poop in the mail”) SF, CA \***
- **Uber (transportation) SF, CA \***
- **Lyft (transportation), SF, CA \***
- **Ouya (gaming console), SF, CA \***
- **Watsi (ded treatment funding), SF, CA \***

# Most Entrepreneurial Colleges

## Number of 10+ Employee Companies Started by Graduates:

### # 1 Stanford

Scott McNealy, Steve Ballmer, Marissa Mayer, Reid Hoffman, Charles Sinolyi, Peter Thiel, Larry Page, Sergei Brin, Vinod Khosla, Andy Bechtolsheim, David Cheriton, Mike Krieger, Jim Bryer

### # 2 MIT

As of 2006, 25,600 companies founded by MIT alumni

### # 3 Harvard

10 self made billionaires

### # 4 Cal Tech

### # 5 Berkeley

### # 6 University of Pennsylvania

### # 7 Dartmouth

### # 8 UCLA

### # 9 Princeton

### # 10 Haverhill



# Life in the Fast Lane

- Average Silicon Valley Tech Salary is over \$100K, rising 5.2% (compared to 80K and 2% increase nation-wide)
- Average software engineer base salary \$131K compared to national average of \$96K
- SV Job posts on Dice.com up 26% (compared to 11% nation-wide)
- SV bonuses up 13% to \$12.5K (compared to 8% \$8.7K nation-wide)
- SV hourly contractor rates rose 11% to \$74 an hour (compared to \$63 hour nation-wide)
- <http://techcompanypay.com/>
- [www.salary.com](http://www.salary.com)
- [www.Radford.com](http://www.Radford.com)

# Competing For Talent in the Silicon Valley

- **\$\$\$ Compensation Packages (base, bonuses, equity)**
- **Brand name companies**
- **Top Universities “locked in” by brand name companies and brand name VCs**
- **Real Estate**
  - **Average house price over \$1M**
  - **Median house price over \$4.6M**
  - **Rent single room + bathroom \$1.3-2K**
- **Food**
  - **Huge Food and Wine Culture**
  - **Major expense article**
  - **Lunch \$10-20**
- **Weather: Best in the world**

# Establishing US Market

- **Company size (Parallels vs. 10 person startup)**
- **In the US:**
  - **Sales, Business Development leading to**
  - **Sales Support leading to**
  - **Customer support leading to**
  - **Marketing leading to**
  - **(some) Product Development**

# Consider Alternatives

- **Boston, MASS, Route 128**
- **LA, CA, Silicon Alley**
- **Salt Lake City, UT, Silicon Slope**
- **Austin, TX**
- **Seattle, WA**
- **NYC, NY**
- **Triangle Park, N Carolina**
- **Many others**

# Brand YOU!



# Brand YOU: Hottest Skills (Gartner)

- **Today**
  - **Mobile**
  - **User Experience**
  - **Data Sciences**
- **Three years from now**
  - **Smart Machines (including the Internet of Things)**
  - **Robotics**
  - **Automated Judgment**
  - **Ethics**
- **Over the next seven years**
  - **Integration Specialists**
  - **Digital Business Architects**
  - **Regulatory Analysts**
  - **Risk Professionals**

# Brand YOU: Opportunities

## 2014 Top 10 high-tech trends from 5 top US VCs

1. EyePhones Replace iPhones (eyeware computers)
2. The “Right Now” Economy (instant everything)
3. Deus Ex Machina (machine learning)
4. The Individual Revolution
5. The U.S. Is the Supreme Cyber Security Force
6. Cyber Warfare Becomes a Good Thing
7. Certifications, Not Diplomas (MOOCs: Khan Academy, Coursera, Udacity)
8. Erasing the digital divide Accelerates the Rich-Poor Gap
9. Personalized Medicine
10. Wearable Computing is the Watch, not the Glass

# Brand YOU: Opportunities

## Top ten technologies 2014 Davos Economic Forum

1. **Brain computer interfaces**
2. Mining metals from desalination brine
3. Nano-structured carbon composites
4. Grid-scale electricity storage
5. **Body-adapted wearable electronics**
6. Nanowire lithium-ion batteries
7. **Screenless Display (3D image projected into space)**
8. Human Microbione Therapeutics
9. RNA-based Therapeutics
10. **Quantified Self (Predictive Analytics)**



# Brand YOU: Opportunities

## Gartner 2015 Top Ten Strategic Technology

1. Computing everywhere
2. The Internet of Things
3. 3D Printing
4. Advanced, Pervasive, Invisible Analytics
5. Context-Rich Systems
6. Smart Machines
7. Cloud/Client Computing
8. Software-Defined Applications and Infrastructure
9. Web-scale IT
10. Risk-Based Security and Self-Protection

# Brand YOU: NETWORKING!

- Friends
- Fellow Engineers
- LINKEDIN
- Professional Associations
- Russian-speaking Associations
- Facebook
- Conferences
- **Recruiters**

# Why Work With Recruiters

- **If you are a company looking to hire**
  - Cost of opportunity. A Company is assured of the outcome. People get hired.
  - A company has a highly competent additional temporary resource that it would not be able to afford on a regular basis
  - Research indicates that for 1 person hired
    - At least 15 people are interviewed
    - 30 resumes are presented to the hiring company by a recruiter
    - Over 400 resumes are reviewed by a recruiter
  - A regular HR department has no capacity to conduct a thorough methodical search
- **If you are on the market looking for a job**
  - Understanding what the market wants and is willing to pay
  - Some of the best jobs are not advertised

# Retained vs. Contingent Search

## Retained Search

- A recruiter or executive search firm is retained for the duration of a project and paid regardless of the outcome
- Exclusive arrangement
- Project has a detailed search plan, including specific companies, profiles, sample CVs
- Project Management
  - Interviews
  - References
- Best suited for:
  - Difficult to fill positions
  - Highly focused searches
  - High-touch approach
  - Management, Executive, Board

## Contingent Search

- Payment depends on company hiring a candidate
- Non exclusive arrangement
- Fees vary from 20-30% of total annual 1<sup>st</sup> year cash
- Best suited for:
  - Non-managerial positions
  - Casting a wide net

# Retained Executive Search: Big Business

1. **\$552.9 million - Korn Ferry International** ([www.kornferry.com](http://www.kornferry.com))
2. **\$433.7 million - Spencer Stuart** ([www.spencerstuart.com](http://www.spencerstuart.com))  
representing over 2,000 client companies
3. **\$415.2 million - Heidrick & Struggles** ([www.heidrick.com](http://www.heidrick.com))  
representing companies including Kmart, Coca-Cola, and MasterCard
4. **\$376.1 million - Egon Zehnder International**  
([www.egonzehnder.com](http://www.egonzehnder.com))
5. **\$334.1 million - Russell Reynolds** ([www.russellreynolds.com](http://www.russellreynolds.com))
6. **\$180.6 million - Ray & Berndston** ([www.rayberndston.com](http://www.rayberndston.com))  
representing over 3,400 candidates
7. **\$107.3 million - IIC Partners** ([www.iicpartners.com](http://www.iicpartners.com))
8. **\$75 million - Whitehead Mann** ([www.wmann.com](http://www.wmann.com))  
representing over 750 client companies
9. **\$70.1 million - DHR International** ([www.dhrinternational.com](http://www.dhrinternational.com))  
representing companies including The Gap, Disney, Motorola
10. **\$63.7 million - Highland Partners**  
([www.highlandpartners.com](http://www.highlandpartners.com)) representing almost 400 clients

# Midsize And Boutique Search Firms

## Too many to list

(A&K Executive Search LLC is one of them)

## Look For

- Knowledge of the region
- Understanding of your market and product
- Experience with companies in your industry and your size
- Recruiting pedigree
- Connectedness and visibility in a specific professional community
- Value-add beyond recruiting
- Trusted advisor, as well as services provider

# Why Alexander & Krol

- Quality of candidates via personal selection (no assistants)
- Well-managed process
- 100% focused on one client at a time
- 30 year technology background including Gartner and software development DBMS companies (Cinibase, Corbis and Informatica)
- Strong business connections in the Silicon Valley, as well as software development community world wide
- Former Senior Partner at Korn Ferry International Global Technology Practice – largest retained executive search firm in the world
- Prior Searches
  - SONY [www.sony.com](http://www.sony.com) VP Software Development
  - TransUnion [www.transunion.com](http://www.transunion.com) CIO Online Division
  - New World Symphony [www.nws.ed](http://www.nws.ed) VP of Technology
  - Zynga [www.zynga.com](http://www.zynga.com) CIO, one of the game areas
  - Yandex [www.yandex.com](http://www.yandex.com) Search Relevance Scientist

# Representative Searches

- **Midsize Ukrainian CRM vendor: General Manager, North America**
  - **Challenge: confidentiality, lack of brand recognition, GM skills + sales**
  - Over 300 resumes reviewed. 20 candidates presented. Final (passive) candidate came from \$2.2B company
- **Rusnano-funded Nanotechnology startup: VP of Sales and Marketing**
  - **Challenge: huge time constraints**, highly technical background with sales experience
  - Over 200 resumes reviewed. Candidate found and placed in 2 weeks. Signed and started at Semicon same day and was off to Asia Pac next week.
- **Online wellness social networking startup: VP of Technology**
  - **Challenge: funding, stability, cultural fit and technical competence in multiple areas, including AI, DBMS, Social Networks, Mobile Apps**
  - Final candidate came from Bausch & Lomb PA Research Labs with multiple patents in related areas and previous experience that was 100% client match,
- **Animated children's apps startup: VP of Marketing**
  - **Challenge: combination of technology and previous background with children's brands and apps**
  - Search completed in two weeks. Final candidate came from HELLO KITTY.



# We Help You to Win!



# A&K Contact Information

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