



SANFORD ROSE ASSOCIATES®
EXECUTIVE SEARCH

SRA VALUE PROPOSITION

INTRODUCTION

Imagine 100 talented, driven and professional search firm owners sitting around a bar each one with a different complaint:

One shares: I need to invest in my business to keep the people here from leaving but I need to make placements to do that and doing it all is killing me.

Another: I wish I only had a retention problem as I can't seem to find the time to train them without it taking away from what I want to do!

Another: I wish I had people to train as I can't find the time to maintain my personal production while also doing all the work to just get good people into my firm.

Another: I feel like I am behind the curve in marketing for my firm and I know I could be doing a better job of creating inbound business for my company with all this new social media, SEO, newsletters and the like, but finding the time and money for this is a nightmare.

Another: Being a small operation, I feel like vendors can just beat up on me all day and charge and treat me however they want.

And so on and so on. Then, one owner leans across the bar and says, *"can you imagine if we all formed a network where we could all pitch in a little and secure the best of class in our industry in each of those areas and more. We could create a network where we all in business for ourselves but no longer by ourselves."*

And then another owner jumps up and declares, *"and we can call it Sanford Rose Associates!"*

Okay, so this is NOT how Sanford Rose Associates was founded in 1959, but after over almost 60 years of establishing itself and growing into a professional search network, Kaye/Bassman International, the owners of Next Level Exchange, acquired Sanford Rose in January 2012 and taking SRA to the NEXT LEVEL has been our mission.

That mantra of allowing people to be in business for themselves but not by themselves and thus being part of something bigger than oneself has been our guiding philosophy.

Our unique approach to our network has literally not just elevated the game, but changed the game entirely in our industry.

Our organization is not built on the approach of selling franchises to new recruiters, securing absurdly long commitments and then continually attempting to minimize the incredibly large number of failures while pacifying the disgruntled few who DO succeed long term when they complain of the lack of value.

Other recruiting franchises focus their energy and investments on generating revenue from franchise sales.

Our focus is on providing incredible value for our current members, which is evidenced by our continual ability to attract those who not only do not need to join a franchise, but also had negative feelings of them prior to learning about us.

To be blunt, we serve our network so well that others with or without previous experience sell *us* on why we should *let them* join us. We back this up by charging a franchise fee only to those who require our initial start-up training and business launch program and waiving it for existing firms.



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Although most firms need their own corporate recruiter, recruiting trainer, coach, MarCom specialist and IT support person and could use additional operational, finance and even legal support, most are simply not in a position to afford to hire the bench needed.

This creates a Catch 22.

The firms need the team to achieve their objectives and goals, but can only afford the support with the higher revenue that the support would allow them to achieve.

As such, our industry remains one of the most fragmented and cottage-like in the world. Instead of trying to find a very inexpensive Jack or Jill of all trades who could help with all of this, imagine having a percentage of the time of the best in every category you need help in when you need it.

The barriers to entry to start one's own firm are lower than ever. Thus, offering a true value proposition to current or future team members is essential. Most firms started because of someone leaving someone else's firms to build something different.

The challenge is that those firms end up with the same challenges that the firm they left had in acquiring, training and retaining talented search professionals.

We all would agree that most people initially hired into our industry fail. I suspect the percentage of those hired to those who remain our industry for at least five years is less than 10% and perhaps 5%.

The path to becoming a successful search consultant is not easy but there are numerous training programs (Next Level being one) and organizations that have helped to produce many successful practitioners and increase those percentages.

However, when it comes to helping a search firm owner become successful in hiring, training, developing search practitioners and designing and implementing blue prints for successful firms, the number of programs and organizations with a successful track record drops significantly.

Thus, the area of greatest need for search firms has the least amount of people with a track record of success willing to fully share those best practices.

The fact that someone was great at making placements does not mean that person knows how to build a successful search firm. The typical situation is that the owner gets more quantity of quality searches than one can handle. He or she begins to hire people to work on those searches. As they hire, the time away from their desk rises, as they need to do all the activities in support of hiring, onboarding, training and coaching recruiters. They also become significantly more involved in operations, technical, financial, and legal aspects of running a business.

The costs also rise and potentially revenues decrease during this phase. Most people ultimately cannot succeed and end up, in time, as solo lifestyle producers. Some actually enjoy this, but in my opinion most are only this because they attempted the "growing thing" and simply found it too challenging.

I suspect that same 10% figure applies to those who actually were able to build a solid team. Therefore, 10% of all recruiters or less make it long term and then 10% of owners are able to successfully hire and train successful recruiters.

Now, after a few years of success most firms begin to lose their top people who perhaps like the owner themselves feel that the grass is greener by starting their own firm. I believe that less than 10% of those firms who do succeed truly are successful long term in establishing a firm built on a solid infrastructure with great retention of their associates.



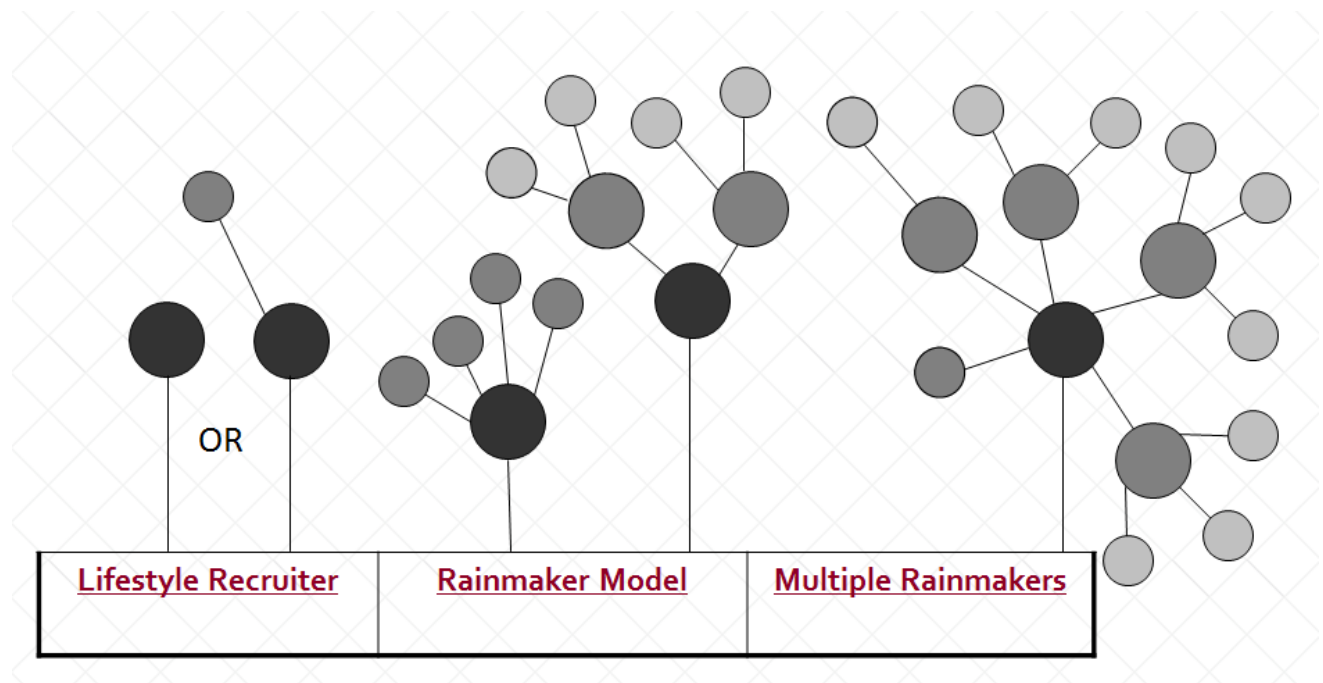
The biggest reasons why most fail here is that they don't have the appropriate blueprint to build a sustainable firm and even if they do, they lack the resources needed to implement that blueprint that would offer that value proposition needed to acquire, train and retain the successful hires.

Retention based on a true value proposition not only has longevity but also has far more true leadership satisfaction than one built on guilt and/or fear.

Think about the business you have today and the one that you want 3-5 years from now.

- What will it look like then?
- What will need to happen to get you there?
- Who will help you and what resources will you need?

The first place to start is to examine what your business looks like today. In my experience, search firms fall into one of three categories; this drawing illustrates those three models.



The first model is the lifestyle recruiter; of course, the main feature of this model is that the owner has no one to worry about besides oneself. There are benefits of course to this model but also many drawbacks. The key is this is the right one for you.

- If the lifestyle model is the right one for you, what resources do you have in place to ensure you are maximizing your efficiency so that you are achieving the results you want?
- Who motivates you and whom do you have as a coach to help hold you accountable to those results?
- Who do you celebrate those successes with, besides just the person in mirror?
- Do you ever feel a sense of isolation and wish you could be part of something bigger than yourself?
- Do you need help with a MarCom (branding and marketing) campaign?
- Need someone to call to help you with your computer, phone, accounting or some legal matters?
- Wish you could tap into the buying power and split business opportunities of a larger network?



Many owners in Sanford Rose Associates select the lifestyle recruiter model by choice and since our royalty structure correlates to production, smaller solo firms who require less assistance also contribute less financially.

The second model is the Rainmaker model. Here a team is built around you, the leader. You are the person who secures searches and then you have a team of researchers, recruiters, sourcers, and/or account managers who help you deliver results for your clients.

This model can be extremely lucrative and allows one to outsource many of the activities that do not necessitate your level of skill. You can create a career path for those who enjoy the sourcing of candidates and perhaps driving the search process but do not have the competency and/or desire to engage in client development activities quite yet.

As in the solo model, there are also many benefits but also some drawbacks. The business is still mostly reliant on you and the team is dependent on you 100% for their development, and there is no career path for those who want to rain make themselves. If there is a career path, then of course that is actually the final model of multiple rainmakers. This is usually an outcome of rainmaker firms that created a career path for others to become rainmakers or full life cycle 360 recruiters as well.

If you pursue the option of a multiple rainmaker model or even a sophisticated single rainmaker model then there is one approach that we have not only taught for decades but one we designed and successfully implemented ourselves. This approach built Kaye/Bassman International that has generated well over \$150 Million dollars in search revenue in the past decade, has over 3 dozen search consultants who have generated over \$400,000 each in a calendar year, and with 100% retention of that group this past year.

This model of multiple rainmakers is the third model.

The third model may have you as a leader no longer working a desk, or have you as a producing owner that balances running a personal practice with also running a search firm where others are building their practices within your organization.

There are some obvious benefits to this model from a leverage, diversity, financial and valuation perspective. However, this is the most challenging model where many talented search professionals who could make placements with ease found themselves failing to grow a firm of any scale.

In this model, you as the owner must develop the internal systems and resources to help your successful recruiters build what they want within the walls of your firm so they don't feel the need to leave it.

Imagine having the most successful operations, coaching, training and marketing communications team in our industry serving as your own internal resource team and thus providing your own value proposition for your team - one that would not be actualized if they were to leave your organization and start their own firm.

So in review, becoming a successful recruiter is challenging. Only a small fraction of those who do and become owners are able to consistently and successfully hire and train other search professionals who produce at a significant level.

Of that small group, an even smaller number have been able to successfully build a tenured and stable search firm.

We believe that with the right blueprint and support this number can increase significantly. We believe we can be a long term solution for those who meet our criteria for support.

As an owner you usually have to pay 50% or more of the revenue they generate (or, as I all but guarantee your successful recruiters view as *'I have to give up 50%'*).

Thus you must deliver a value proposition for the 50%+.



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Imagine paying only 5.5% of your revenue and having the support you need to design and implement that blueprint effectively and be an integral factor in your own value proposition to your team.

Imagine a network of like-minded professionals. Imagine if the revenue generated and savings achieved from being part of that network was several fold the royalty investment.

Well, there is no need for your imagination, as unlike the fictional Wonkaland from Willie Wonka and the Chocolate Factory, "Recruiterland" exists today and it is called Sanford Rose Associates.

We have crafted the perfect branding solution where existing firms maintain their own brand and simply add on a "brand turbo booster" of listing your organization as part of the network of offices.

We invite you to apply for your golden ticket, but first we would like to give you a brief overview of who we are, what we offer, how this can be of benefit to you and to dispel any preconceived ideas about what being in a network like this truly means.

We have the luxury of being very selective in the firms we allow to join our network and the vast majority of the firms joining Sanford Rose are previously established and have been successful firms for years and even decades.

FAMILY OF COMPANIES

This overview will give you a better understanding of Kaye/Bassman International who acquired Sanford Rose Associates International in January 2012 as well as the Next Level Exchange organization and Sanford Rose Associates itself.

KAYE/BASSMAN INTERNATIONAL

The parent company of Sanford Rose is Kaye/Bassman International. Kaye/Bassman was founded in 1981 and has grown into one of the largest search firms in the world with specialists in well over a dozen industries. This was the foundation for our Next Level organization and is in part what makes this opportunity possible.

As an established firm most likely you would elect to maintain your own brand, website, email, and the like. Your independent business would be a franchise member within the Sanford Rose Associates network. You are not selling any of your business. You still wholly own your firm.

You are simply joining a network of organizations allowing you to receive support and value in a variety of areas.

Kaye/Bassman International owns SRAI which is the franchisor of that network and thus provides the needed support and resources to ensure a robust and capable corporate team for SRAI.

Your connection to Kaye/Bassman International is as much or as little association as you would like. In situations with clients and candidates, if the following accolades of Kaye/Bassman and SRA would benefit you, you now have the opportunity to share that your firm is a part of the following that include:

- Being ranked along with Sanford Rose in the Top 15 Search Firms in North America list by Executive Search Review.
- Being named the # 1 Best Place to Work in Dallas five times and # 1 Best Company to Work For in Texas four consecutive years.
- Received the Hearts of Hope Award and Rotary Club Corporate Citizen of the Year awards for our philanthropic efforts.
- The recipient of the Sloan Award for Workplace Flexibility



- Ranked by Inc Magazine as one of fastest growing private companies
- Created and trademarked the concept of Client Focused Search
- Recognized as industry experts by publications like Wall Street Journal, USA Today, and New York Times as well as network appearances which include CNN, CNBC, FOX, and Bloomberg.

You can find much more insight at www.kbic.com if desired.

NEXT LEVEL

Team Next Level consists of Next Level Recruiting Training, Next Level Exchange, Next Level Collaborative, and Next Level Marketing Communications. Next Level as a whole is the largest search training organization in the world with well over thousands of search firm clients in over thirty countries.

Next Level Exchange has a growing subscriber base to Next Level Exchange with almost 1,000 unique organization subscribers representing tens of thousands of recruiters.

Next Level is committed to elevating the competencies of recruiters and recruiting firm owners around the globe and, as such, the reputation of our entire industry.

Members of the NLE team have served as keynote speakers at virtually every conference and association in our industry. These include NAPS, ASA, SIA, NPA, TE, ACSESS in Canada, NAER, US Recruiter Network, and virtually every state or regional organization in our industry. Additionally, our team has traveled the globe delivering presentations in countries ranging from Spain and the Czech Republic to Japan, Southeast Asia, Africa and Australia.

In addition to the Next Level Exchange, the Next Level Recruiting Training team consults with organizations on virtually every area of building and running a recruiting firm.

Next Level Marketing Communications offers complete marketing communications and public relations support that range from building SEO optimized websites and creating custom newsletters to complete internal video production capabilities.

Next Level Collaborative is a collective buying power network when external vendors are open to creating special pricing for NLE clients.

All of these services are a la carte with varying degrees of cost. Most are provided to SRA network members without cost, others at a fraction of the cost and some areas are not offered at any price at all to next level clients - only to SRA.

For a complete listing of Next Level capabilities and services you can go to www.nextlevelexchange.com.

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Sanford Rose Associates is comprised of an elite network of independently-owned search firms with a unifying and trademarked philosophy of *"finding people who make a difference"*.

Although many organizations offer contract or interim solutions as part of their service offering, the core business of each organization is recruiting or search. Most firms operate as client focused search firms (also trademarked) offering a hybrid approach of recruiting services.

We are dedicated to a controlled growth where we are selective about expansion and who we allow to join our network. This has allowed us to maintain the integrity of the reputation that the network has enjoyed for over five decades. All firms in the network specialize in a combination of function, industry, location and level.



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We are committed to providing a network where people in overlapping areas can collaborate rather than compete. We also restrict access to new firms joining in certain niches, and have and will continue to decline membership to SRA when there is saturation in a given area.

Too many franchise organizations have allowed the greed of expansion to destroy the collective culture and brand of their overall network.

This is a key differentiator and while some do operate with a Sanford Rose Associates name as in SRA- Salt Lake City or SRA- Jones Group, many operate under their own unique brand as simply a member of the SRA network of offices. The average SRA office owner has over two decades of experience in the markets in which they serve or over one decade in search in that market. Many have decades in both!

More extensive information about Sanford Rose Associates and how the network is presented to the market can be found at www.sanfordrose.com.

VALUE PROPOSITION

It is only because of this family of companies that we are able to have the platform to provide such a robust and extensive value proposition to our SRA offices. Let's move on to covering in detail each of the pillars that make up that value proposition.

HIRING

One of the biggest challenges that most search firm owners face is how to expand the team without easing off of the gas and losing the momentum of the billings that allowed them to be in a position to start hiring in the first place.

There is a significant amount of time involved with the hiring, onboarding, and initial training of new recruiters, and most search firm owners simply do not have enough time in the day to balance it all.

The hiring team at SRA are experts in identifying, screening, and qualifying prospective recruiters, and the goal of our hiring support is to help in the expansion of your team while still allowing you to maintain the momentum of your core business.

Our first step is to help you understand which role is best for you to hire, and create an attraction-based posting for the job boards of your choosing. We will then comb through every last response from those postings, identify those who fit your search specifications, and conduct an initial phone screen with candidates.

Through our comprehensive video summarizing what it takes to be a recruiter, future hires will be well-informed as to the behavioral traits and skill sets that are required to have a successful career in search.

Viable prospects will be presented to you along with a detailed summary of the candidate that focuses on your core areas of interest, and a voicemail left from the candidate stating why and how they would be successful in this role with your office. You will also receive their current resume and potentially a behavioral profile and in some cases a recorded video interview.

Think of your time saved, the expanded pool and caliber of talent, the help in crafting the right message, and the value of having another set of eyes and ears helping you in securing your most precious if not only asset: your people.

The profit of one hire in his or her first few years alone, that may not have happened without our involvement, could pay for all of the costs associated with being in the network for decades to come.



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TRAINING AND PROFESSIONAL DEVELOPMENT

Once you've hired a new recruiter, one of the biggest time commitments is the time required to teach the fundamentals of the search business and ensure a solid ramp up!

Every SRA office has the opportunity to enroll an unlimited amount of recruiters into our **Facilitated Foundation Training Program**, which is a small-group, distance-based program designed to provide students the benefits of interacting with recruiters outside their firm, role play with new and tenured associates, and complete a structured curriculum that covers the life cycle of the placement process.

Over the course of the six-week program, your recruiter will complete 30 hours of web-based training, an additional 18 hours of live facilitated learning in daily and weekly recap sessions, and individual one-on-one training as needed to ensure understanding and implementation.

As the owner or manager, you will receive frequent one-on-one feedback and personalized coaching regarding your new hire. Facilitated discussion, quizzes, collaborative questions, group accountability, role-playing, and script development are all eased off a manager's plate so you can continue to focus on core tasks or maintain a higher level of personal production than otherwise possible.

The Facilitated Foundation program alone would cost thousands, if not tens of thousands, for firms hiring more than one recruiter a year - yet all SRA offices have this unlimited access to this robust program as part of the value proposition provided for being in the network.

In addition to the Foundation Training Program, every SRA office has complimentary access to all of the **Next Level Exchange**, what we believe is the leading online training program in the entire recruitment industry.

NLE is a collaborative portal that brings together the best practices of innovative recruiting industry trainers, tenured big biller producers, and fresh up-and-coming recruiters, with content and programs for new associates and veterans - all in one place. This is the *one and only place* where recruiters can get fresh new material that's available on demand at any time, from anywhere.

We can create customized meeting curriculums and schedules for our SRA offices that combines the hundreds of hours of professionally produced training videos and the learning library that is rich with documents, forms, scripts, email templates, articles, and recorded calls spanning the life cycle of the placement process.

SRA Owners have access through the exchange to our 30 **Owner Therapy Episodes**, each covering specific subjects that resonate with search firm owners, ranging from compensation plans, establishing new practice areas, creating an equity program, or creating a culture of retention - just to name a few.

The bottom line is that one of the strongest value propositions a leader can give to an employee is the ability for that individual to perpetually grow in all dimensions - in a search firm, that perpetual growth comes from the broad term of training, but a more accurate term is learning.

Learning is a journey, not an event - and the vast resources on the Exchange allow SRA owners the opportunity to foster an ongoing environment of learning, growth, and new perspectives on a perpetual basis.

In addition to unlimited access to Next Level Exchange, the SRAI corporate team conducts a **network-wide Webinar** every month exclusive for the owners and recruiters within SRA. These Webinars cover subject matter ranging from developing your proficiencies as a search professional, to best practices related to growing your search business, to the latest tools and technologies that will keep recruiters one step ahead of their competition.



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All monthly webinars are recorded and archived on the SRA Intranet, so if, as an example, you hire a researcher and need that researcher to become proficient in a sourcing technique that was the subject of a past SRA Webinar, you'll be able to provide that researcher the benefit of archived SRA training sessions.

Through Next Level, SRA owners have the ability to enroll recruiters in on-demand live small group workshops that cover the subjects of **Candidate and Client Mastery**, designed to help tenured recruiters better execute advanced consultative techniques for client and candidate development, as well as our **Performance Management** course which serves as a producing manager's guide to coaching and managing.

As an additional invaluable resource, the **SRA Intranet** hosts all relevant documents, fee agreement templates, supplemental materials, and proprietary information in a central location that provides access to archived training webinars, conference sessions, and business forums and can help facilitate an ongoing learning and development process.

As you can see, training and professional development truly is our passion.

CONSULTING AND COACHING

Consulting and coaching may very well be the most valuable component of our value proposition.

Legendary basketball coach John Wooden stated "*It is what you learn after you know it all that counts*" - and Sanford Rose Associates shares that same belief.

Every SRA Office is assigned a **tenured coach** who has a demonstrated track record in helping owners and recruiters around the globe reach their fullest potential.

Each office is encouraged to launch each year with an **annual planning session** with their head coach, which provides a structure for the coaching relationship, goals, and objectives throughout the year.

That coach is dedicated to helping each office accomplish their own individual and unique professional objectives - whether it's to grow your office by adding additional talent to your team and perhaps launch new practice areas, or simply increase your personal production, or to repeat the banner year from the year before.

Through regular consulting calls with our SRA owners, our leadership team is accountable and dedicated to helping you with the numerous challenges faced in areas such as hiring, leading and managing others, operational issues, and culture which are but a few critical areas of one's business. We not only work to maximize proficiency as a search consultant but also as a leader and owner of a search firm.

Coaching and consulting is not limited to only the owner; coaches are available as a resource for motivation, reinforcement, or training to the entirety of your team. For owners and recruiters alike, one of the benefits of being a part of a network is to take advantage of the intellectual capital that exists within the entirety of the talented and tenured group of search professionals within SRA.

In addition to this strategic work, our team can also serve as your **professional emergency room**. This could be that you have a key issue on a placement and need some fast advice on how to save it. You might find yourself in the critical situation where you have an employee who is considering leaving, and you need immediate help. You may be on the brink of landing a new client and need help in crafting a powerful presentation, creating a proposal and looking for creative approach to landing the business.



There are countless examples where potential crisis were averted and placements made that were resuscitated. The value of having immediate access to our bench of talented coaches is truly priceless and is not available to anyone outside of the Sanford Rose or Kaye/Bassman organizations.

In short, there are numerous challenges that an owner will face throughout their lifetime in this industry and it is both comforting and encouraging to know that our team is only a phone call away when helping you solve those challenges!

Our **MasterMind groups** are designed to create a forum for similarly situated individuals to discuss challenges, solutions, and real-time scenarios on a bi-weekly basis.

Our Client Development MasterMind groups are for search consultants desirous of expanding their current methodologies to business development, and pairs accountability with the continuous learning of best practices from other successful rainmakers.

Our Teambuilding MasterMind brings together the owners of our larger SRA offices and creates a forum for open discussion around all facets of building, maintaining, and operating a successful and scalable executive search firm. Of course, additional groups and topics are created based on the needs and desires of the network.

The existing and future coaching and consulting initiatives are all designed to assist our SRA offices and recruiters reach their fullest potential.

MARKETING COMMUNICATIONS

As an established search firm, we recognize that you want to retain your brand equity and, as such, we offer **SRA Co-Branded options** to extend your existing brand. Together we can “bolt-on” the SRA global branding and support, enabling our collective and leveraged efforts to take your brand to the next level.

Offices that join our network are given two options.

The first option is choosing to operate exclusively under the SRA brand based on a geography or name. Names like SRA-Salt Lake City or SRA-Jones Group would be examples of this first option.

The second option, and more likely choice for firmly established brands, is the option to maintain your exact brand and decide what you may wish to enhance or modify.

The only brand requirements for all offices in the network that select this co-branding option are integrating an SRA tagline that states “*a member of the Sanford Rose Associates Network of offices*” near your logo, website header and footer copyright notices, and the integration of the “About SRA” content in your website and marketing materials.

Our SRA Co-branded solutions enable you to add a marketing turbo-booster to your search firm and position yourself in the market in the way that suits you best.

There are a variety of facets of how our team can help you with your marcom strategy.

The first facet of our marketing support is in the design and development of marketing materials and graphic design expertise. To help you build the next evolution of your brand, our team of digital marketing professionals can design and seamlessly create your entire business communications stationary and brand package, specific to your office needs.



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Creating and modifying this collateral package ensures you have all the tools necessary to reflect the desired image of your firm. Our marketing team can design material that includes business cards, capability brochures, presentation pocket folders, business letterhead and other stationary communication items to reflect your office's brand to your clients and candidates.

We even have an easy-to-use online ordering portal for any material orders.

We additionally can assist in helping you create and/or modify your capabilities presentation PowerPoint and even your own best practice brand usage guide for your team's standardized use.

For ongoing support, additional marketing resources include a promotional item store, preferred partner printing purchasing power, digital email-marketing resources, marketing automation services, and event marketing solutions.

All told, whether you choose to join the SRA network of offices as a SRA-branded or as a SRA Co-branded office, we provide the resources for your business to quickly scale and flourish.

Sanford Rose Associates (SRA) Website Design, Development and Content Management Systems

Our MarCom team at SRA also provides website design, development, and content management systems. Your business deserves a clean, modern, and easy-to-navigate website that builds trust, represents your recruitment capabilities, and drives inbound inquiries.

Our marketing communications team has the technical know-how, delivery experience and design eye to create or modify your website, ensure it is mobile-ready, and customized specifically to your niche or niches.

We can fortify and strengthen your site with dozens of pages of recruitment-specific content, press releases and news stories. Your website will be perceived as your own executive search business, backed by the global resources and best practices from the entirety of the SRA Network.

An exclusive benefit of having a co-branded website is our content "push publishing" platform. This networked platform ensures your website will be automatically updated with the latest SEO-optimized network news stories, press releases, and client-facing articles as they are released. The value to you is you will have a robust website content publishing plan which automatically updates with fresh recruitment industry content for you to share with your audiences.

SRA can also help you publish your current searches online. Our team can assist in integrating your applicant tracking system, or ATS, into your website. And what's more, you can choose to add your jobs to our SRA Corporate site for even more exposure of your searches.

With our vast web development experience, we can create your new SRA Office website, or assist in modifying your existing website to become a SRA Co-branded presence. The choice is yours!

Search Engine Optimization for SRA Websites

Let's move on to one of the most important pieces of the marketing communications puzzle - search engine optimization. Before you talk or meet with someone, what is one of the first actions you take to prepare for that conversation? Most likely, you conduct a quick web search to look up their name, background, and company to find out as much as you can before the call.

We help you with that level of visibility online.



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This is exactly what SEO, or Search Engine Optimization means - being found by the search engines online. As a member of the SRA network, you'll benefit from our SEO expertise so your business website and your company overview will be easily found by the main search engines. Imagine having more inbound and qualified inquiries from clients, candidates, and the media requesting your expertise and industry insight.

We focus on organic SEO practices and strive to get your website featured in the organic results section of search engines - which are all of the results in a Google results page that are not ads. Our marketing team has the recruiting industry insight and technical experience to make SEO work for you and your organization.

Video Marketing for SRA Offices

One of our most innovative components for our SRA offices is that of video marketing. With our videos, you get the "sizzle and the steak." The "sizzle" (professionally-produced videos) and the "steak" (best-in-class recruitment process videos), will set your office apart from your competition.

Our video content library provides video resources for your clients and candidates. From interview preparation to new hire candidate on boarding, we offer innovative, professionally produced videos to streamline your recruitment process with candidates and clients.

Our entire video library is in brand and can be added to your website. We can create two pages with client videos on one page, and candidate videos on another, allowing you and your team members to share your video pages with clients and candidates.

Our marketing team has written, produced and built this incredible video delivery system and it is a part of our service offering. These branded videos on your site are not only engaging and informative, but also show your dedication to the search process in service to your clients and candidates.

Media Press Release

The MarCom team at SRA is dedicated to making media relations, press releases and search engine optimization work for you. Not only does our SRAI team drive brand recognition for the SRA network with frequent press releases, but in addition, offices that maintain a standard level of performance are included in our exclusive PR program.

Through a partnership with an outside PR firm, (with extensive recruitment industry experience), SRAI funds this program corporately. This PR partnership allows offices to gain media exposure and journalist interview opportunities in a wide array of international, national and regional publications.

When a media opportunity arises, offices participating in this program are asked to share with reporters that they are "XYZ Search, a member of the SRA network of offices", so the entirety of the network will benefit from this exposure.

With our innovative PR program, you and your office will be perceived as the go-to resource and provider of insight on current topics within your market.

As a result, on a frequent basis, our franchisees are in the news. Each time an office is mentioned in a publication, we leverage this exposure across our digital network by curating the publishing and cross-promotion of the story on our corporate SRA website, other digital properties, and all other office websites who select this option.

Leveraging our media relations and press release resources not only builds awareness for your office, but also creates more search engine optimized content benefits, driving even more brand recognition, and allowing our SRA Network to link back to you.

Go to www.sanfordrose.com and click on SRA News for examples of this program.



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Newsletters for SRA Offices

One of the most impactful areas of our Marketing Communications campaign are the newsletters created for our network.

Email marketing continues to have the highest return on investment and lowest overall cost of any other marketing vehicle. Our SRA team creates email marketing content for you on a consistent basis.

You can send as-is or we can create a template in your brand and simply plug our content into your message. The only additional cost could be the printing of newsletters or the use of a third party email messaging system.

The SRAI team also creates a national SRA email newsletter that you are welcome to distribute.

As an optional service and at a nominal fee for franchisees, our team can create custom email marketing campaigns and leverage email newsletter marketing systems to help your office stay top-of-mind with clients and candidates.

These programs can include a robust enterprise grade email marketing platform, customized office design templates, and the creation and sending of mobile-ready email marketing newsletters on your behalf.

Our team of digital professionals can write, design, create, code and send your email marketing newsletters every month, so you can concentrate on what you do best.

Blog And Social Media Management for SRA Offices

Finally, our MarCom team are experts in blog and social media management for our SRA offices. Do you want to create or magnify your own space in the blog-o-sphere?

Our team can set up your site so you are the publisher. You'll have a best-in-class blogging platform so you can write, publish and position yourself as a thought leader in your market. Your blog can be connected to your social media accounts to enable cross promotion and link-back features to your blog.

In summary, your marketing communications partner understands the nuances, terminology and issues facing the staffing and search business.

The Sanford Rose Associates Marketing Communications team is comprised of digital marketers, recruiters and researchers who specialize in digital marketing for the search industry and who have charged thousands and even tens of thousands of dollars annually to other search firms to do this kind of work in our industry.

They have been doing this for over a decade, and this same team is our SRAI team and thus we can offer a scale and depth of services and expertise in this area second to none in our industry.

ACCOUNTING & OPERATIONS

The SRAI Finance and Operations team will help guide and support you with the time-consuming parts of running a business that keep you out of your market and generating revenue for the firm.

From setting up your QuickBooks, establishing a chart of accounts specific to your business and the search industry, and helping you use the accounting software, we will help be your safety net to keep things running smoothly in an effort to minimize your time away from your practice or leadership role and growing the business.



Our team can help you create an effective business plan and provide insights on benchmarking your ratios and progress against other organizations in the network.

We can also aid in your facilitation of a standardized on-boarding process for all of your new hires as well as executing all of your standard HR onboarding documents, forms and contracts.

On a quarterly or semi-annual basis, we can review your commission calculations and payrolls paid to help avoid any possible over payments due to formula errors or simple math mistakes.

The SRAI Finance Team can review your tax obligations and informally audit your year-end tax filings, all as a second set of eyes - always looking for additional savings, ideas for future improvements, and of course, "red flags." Our team helps you systematize the management of your Accounts Receivables, Payables, and statistical tracking.

Following each full calendar year, the SRAI Team can offer basic financial analysis and overview of your business. This provides a "year in review" solution in which we will always offer ideas for benefits and business services as the timing is right, all to help you build a stronger business solution.

When you need to evaluate your compensation and perhaps one day equity plan, we can help you design and implement ones best for the needs of your firm.

Simply put, your organization requires systems that will adapt to the changing needs of your firm, and we have a proven history of creating and managing those constantly evolving systems.

TECHNOLOGY

The technology pillar of our value proposition is a critical one. Our team of Technology experts will be your IT liaison, working with you and directly with your current "boots on the ground" technology service provider to solve any in-house network and hardware related issues that demand a hands-on solution.

The SRAI Tech Team will be your primary "Go To" for most all of your Help Desk remote support and basic systems maintenance. The Tech Team can be in your corner as your advocate with telecom providers and computer vendor solutions, and will provide you with the answers you need on hardware and software decisions.

Our technology team will collaborate with you on computer systems setup, networking, off-site data backups, redundancy and mobile device support when the devices you count on to help you in business let you down.

Utilizing remote access systems and phone support, the tools are in place to help eliminate risks to viruses and spyware and will help prevent the damage to your systems and software.

Our Tech support team is a phone call, text message or email away from solving the vast majority of your technological needs and concerns.

We have some incredible partnerships that allow us to provide our network with recruitment software and telephony agreements at a price unheard of in our industry. These are not mandated but our team can not only provide access to these providers but can also actually service and train on most any issue related to them.

The bottom line is that our team of technology experts can save you from both unnecessary as well as unanticipated technological problems, as they are specialized in all areas of both proactive and reactive technological matters.



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PROCUREMENT

Technology, telephony, job boards, insurance and business supplies are but some of the needs of a professional search firm. As a result of our ability to aggregate the collective buying power of our network and related organizations, we are able to secure substantial discounts with a wide variety of vendors. SRAI handles much of the information gathering, supplier proposals, pricing and contract negotiation, and fulfillment of many essential tools for efficiency and effectiveness.

We can also provide contract staffing solutions with partners who deliver a full range of services including employer of record service, payroll funding and payroll processing.

The list of our partners continuously evolves reflective of the needs and desires of our network. Partners are added or removed based on the network interest and the partner pricing and service. This procurement truly reflects the abundance concept, which is that a rising tide lifting all boats. The bigger the network demand, the greater our ability to drive amazing opportunities to our network.

Again this list modifies over time but significant current partner discount opportunities include:

- Job Boards and Networking Sites
- Video Interviewing and Messaging Tools
- Data Mining and Research Services
- Behavioral Profiling Tools, Relocation Services, and even E+O Insurance

Signature, our turnkey back office and employer of record provider for Interim services, provides us with rates not available to any other firms in our industry.

Additionally, while we have relationships with several recruiting software firms, we have an incredible partnership with PC Recruiter that allows us to offer their software at rates that are less than half of what can be secured through most any other source.

In the area of telephony, we have invested significantly in an internally hosted system that allows most offices to simply purchase actual telephone units and secure incredible telephony software, long distance, recording, tracking and monitoring capabilities at literally a fraction of what other outside organizations provide.

The collective savings from what an average sized and average use organization is currently paying is easily over ten thousand dollars a year. There are firms that will save several-fold that amount each year and in some cases it is conceivable that these annual savings alone could actually exceed the total annual royalties paid!

While this is NOT the reason why we want firms joining our network, it is certainly an integral component to our overall value proposition.

LEGAL

As any business owner knows, legal matters are a necessary component of operating a search firm - however, search firm owners spending time in legal issues has not just the expense of the legal professionals but also the opportunity cost of that time out of their leadership and production roles.

From large to small, proactive to reactive, legal issues can include human resource policies, employment agreements, fee agreements, fee collection matters, and financial questions.

We have a corporate in-house counsel on our team who can assist our offices with many legal issues.



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Legal consultation is available to assist our franchisees in navigating through some of the most common legal challenges. When outside counsel is required, you can feel confident in that you have someone who can help you secure a qualified specialist in your area.

In many legal situations, the best offense is a good defense, and we also assist our franchisees by advising best practices to help preemptively avoid the most common types of legal issues that business owners encounter. We have helped firms from issues ranging from reviewing and drafting employment agreements of potential candidates for your client or even your firm, reviewing and suggesting changes in prospective client's fee agreements for outside search firms, fighting unemployment claims, dealing with employment and wage and hour issues, and fee collection to name but a few.

However, many times, what appears to be a legal issue is actually one that can be solved with negotiation rather than litigation. This is an area in which we excel.

We have helped our franchisees collect many fees where the organization was not prepared to pay prior to our involvement. In some cases, the fee amount secured could be a year or even more of the entire royalties paid for that year.

Although we cannot represent you from a legal perspective, we certainly can offer you the best advice possible based on our internal counsel's years of experience. To learn more about him, please see his bio on our team page.

SPLIT NETWORK OPPORTUNITIES

Having a network of other franchisees can provide you, and perhaps more importantly your clients and candidates, with additional expertise that can be leveraged to their advantage. Sanford Rose Associates has extensive split networking opportunities that exist both internally as well as externally. This could positively benefit your clients as they fill critical roles or your candidates find the right opportunity by utilizing the expertise of the totality of our networks.

In addition to the entirety of our internal network, Sanford Rose Associates is a member of the International Executive Search Federation, a network currently spanning over 130 offices in 40 countries.

SRA offices also regularly conduct split business between the dozens of search consultants within the Kaye/Bassman organization.

Our split network opportunities expand your reach, maximize your earning potential, enhance your credibility and ensure a strategic advantage in this globally competitive landscape.

CULTURE

Our culture within SRA is one of the value propositions which may be most difficult to quantify but easiest to appreciate and experience.

Surrounding oneself with the right people is a significant contributor to professional growth and success for most any professional - but in a pure people business like recruiting, it is crucial.

There is an obscure yet incredibly relevant word in the English language called conation. Simply put, conation is the will to succeed, the quest for success, the treasure of true grit and the attitude that *'to stop me you'll have to kill me.'* It is an that elusive 'fire in the belly' that manifests itself in the form of drive, enthusiasm, and single-mindedness in pursuit of a goal.

All consistently successful people have it. Many well-educated, intelligent, endearing, and presentable people don't.



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Our mission at SRA is to create a culture that fuels the conation of every recruiter and owner within our family. We are able to accomplish this through a variety of ways - one is through our annual SRA network conferences and workshops.

Not only do these events allow for the interaction and sharing of best practices with one another, Owners can forge both long-term professional relationships and personal friendships with many like-minded entrepreneurs.

Our conference speakers and trainers are flown in from around the globe and give the entire Network access to numerous approaches, sophisticated methodologies and innovative ideas.

Our conferences are also the opportunity for our academy awards, an event that highlights the best of the best performers within the network.

Whether it's from a yacht on the bay in San Diego or overlooking the sandy beaches in Miami, we all appreciate the opportunity to be recognized for our achievements amongst our peers.

The SRA team is fanatical about celebrating both individual as well as organizational performance through monthly, quarterly, and annual awards and recognition programs. It's a simple fact that recruiters are competitive by nature - and thus allowing recruiters to benchmark themselves against other recruiters within the network fuels that conation even further!

We believe that not only do our franchisees attract a higher caliber of talent as a result of our brand, network, and reputation, but that talent can produce at a higher level as a result of healthy internal competition and training.

Being part of something bigger than oneself is something most people crave. It may be cliché but if there was an illustration in the dictionary of the expression that the whole is greater than the sum of the parts, the image would be a group photo at one of our conferences!

CLOSING MESSAGE FROM JEFF KAYE

You have now heard about all the areas of our value proposition and we would encourage you to think not just of how this is meaningful for you personally at this moment for YOU, but also how this will provide value for your clients, candidates, and current or future people within your organization who have desires to learn and grow.

Once your recruiters experience a significant level of success, most will have a desire to grow - and they will be able to leverage these resources that you provide for them through SRA, thus elevating the value proposition of continuing to grow within the walls of your organization.

You are now providing a scale of support services that they would not experience on their own, nor would you be able to provide as much depth in each area without the entire operational and leadership team that exists within SRAI.

Consider the positive impact that this could have on your ability to not only attract top talent but most importantly to retain them!

Remember if you do grow a team, at some point, the people will not think about what percentage you are *paying* them but rather what percentage *they are giving up*.

We provide all of what you have heard and seen for 5.5%.

Compare that against what you provide for most likely 10x that amount. Losing one good producer that we would have helped you retain could be many fold our royalties in just one year!



Think of joining Sanford Rose Associates as joining a country club.

Very few individuals have the ability to build their own golf course, tennis court, fitness facility, restaurant, and Olympic size swimming pool in their backyard and hire the staff to maintain such a significant operation. Nor are you going to want to utilize 100% of the facilities at a country club 100% of the time - but when you feel like a round of golf, you want to be able to do so on one of the best courses available.

By joining an organization of like-minded individuals and combining the financial resources of those individuals, you are able to play golf on an immaculately manicured course whenever you need to, and you can dine in the fully staffed restaurant knowing you are in for an impeccable dining experience.

Joining the country club of SRA allows access to a corporate recruiting department to help you find people for your firm, it gives you trainers to develop both new and tenured recruiters, and it gives you a coach who is responsible for helping you build the firm you desire. The country club of SRA gives you an IT team to help with your tech needs, a lawyer to help with some legal matters, marcom experts to help you build and grow your brand and feed you newsletters, blogs, and videos.

Our club conducts conferences that bring like-minded professionals together, provides a foundation for split business, and allows you to take part in buying power that saves you thousands or tens of thousands on things you are already using today (or wish you could use).

The SRA country club is a nationally recognized brand that you can be part of while still maintaining your current brand in its entirety. With the annual dues of this country club, SRA allows a search firm owner to capitalize on a leadership and operational team that would never be afforded under any other terms.

The combined years of SUCCESSFUL experience in search is unmatched anywhere, and each contributor to that team is a subject matter expert with proficiencies that do not exist within the executive search industry.

You don't need to use or even care about many of these value propositions. You simply must see that what you *do* use and want is worth more than what you pay - and again at only 5.5% of revenue, replicating this with a person or team is virtually impossible!

We hope you can see how unique our approach is and what an incredible opportunity this is for the chosen few that are invited to actually redeem their golden ticket and join Recruiter Land!

We are passionate about what we do and, as you can see, certainly are not shy about promoting and selling our offering. That said, we do have the luxury of growing at the pace we want, with the people we want and without creating over-saturation in any market.

To this end, once we secure an organization or a combination of organizations that are able to serve a specific industry at a national level or function at a local level, we will not admit any additional organizations without the consent and desire of their admission by the office or offices in that space.

So, as they say, the early bird gets the worm! If all markets become saturated we will simply only allow members to join when one retires or leaves, and like many elite country clubs, we hope our waiting list becomes years to join as well!

Whether we continue as-is for years to come, pursue strategies like a roll up where we actually provide for a succession strategy and buy-out for our franchise owners, or we provide additional revenue streams or ownership opportunities in all of our organizations for our franchise owners, we are committed to a perpetual journey to our own next level!

No one has a crystal ball as to what is next. What we do know is that we will be surrounded by people we care about and doing work we truly love. Let us know if you want that too!